

FINANCIAL TIMES

Austria	Switzerland	Indonesia	Spain	Costa Rica	Or 1
Belgium	Denmark	Finland	France	Portugal	Or 2
Spain	Germany	Iceland	Germany	Italy	Or 3
Portugal	United Kingdom	Ireland	United Kingdom	Spain	Or 4
France	Italy	Malta	United Kingdom	United Kingdom	Or 5
Germany	Spain	Malta	United Kingdom	United Kingdom	Or 6
Italy	Spain	Malta	United Kingdom	United Kingdom	Or 7
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 8
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 9
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 10
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 11
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 12
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 13
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 14
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 15
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 16
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 17
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 18
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 19
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 20
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 21
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 22
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 23
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 24
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 25
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 26
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 27
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 28
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 29
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 30
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 31
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 32
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 33
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 34
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 35
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 36
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 37
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 38
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 39
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 40
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 41
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 42
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 43
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 44
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 45
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 46
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 47
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 48
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 49
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 50
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 51
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 52
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 53
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 54
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 55
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 56
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 57
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 58
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 59
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 60
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 61
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 62
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 63
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 64
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 65
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 66
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 67
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 68
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 69
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 70
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 71
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 72
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 73
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 74
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 75
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 76
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 77
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 78
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 79
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 80
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 81
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 82
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 83
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 84
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 85
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 86
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 87
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 88
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 89
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 90
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 91
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 92
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 93
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 94
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 95
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 96
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 97
United Kingdom	United Kingdom	Malta	United Kingdom	United Kingdom	Or 98
Portugal	United Kingdom	Malta	United Kingdom	United Kingdom	Or 99
Spain	United Kingdom	Malta	United Kingdom	United Kingdom	Or 100

Wednesday December 6 1989

ISRAEL

Coming to terms with a new order

Page 9

D 8523A

World News

Manila fears for economy as rebels fight on

The battle between rebel troops and army units loyal to Philippine President Corazon Aquino for control of Manila's main business district entered its fifth day, intensifying fears about the long-term damage inflicted on the economy. Page 22

Global aid urged
Development aid must become a more central political concern in the 1990s if the world is to cope with global issues such as the environment and AIDS, aid ministers from the OECD agreed. Page 22

Egypt border clash
Israeli troops intercepted and shot dead five heavily armed gunmen who crossed the border from Egypt in one of the most serious incidents on the frontier since Israel handed back the Sinai peninsula in 1982. Page 9

Tokyo poll boost
Japan's ruling Liberal Democratic Party, which is likely to call a general election early next year, received a powerful boost from an opinion poll. Page 9

Ortega contra move
President Daniel Ortega of Nicaragua proposed extending until December 31 the deadline for US-backed contra rebels to demobilise. Page 7

Red Army claim
The Red Army Faction, West German terrorist group, said it killed Mr Alfred Herrhausen, chief executive of the Deutsche Bank. Page 3

Singh names cabinet
Mr V.P. Singh, India's new Prime Minister, named 18 ministers to his cabinet but postponed announcing their departments. Page 9

Fresh Beirut clashes
Violence erupted in at least five separate places in Lebanon amid tension over the continuation between Gen Michel Aoun, the Christian leader still occupying the presidential palace, and his Syrian-backed opponents. Page 5

Setback for Caracas
The ruling party in Venezuela, Democratic Action, has taken a heavy beating in state and local elections, losing at least eight of the 20 state governments to opposition parties. Page 7

Tokyo loan charges
Japanese police said that four men, including the former secretary of a Japanese parliamentarian, have been arrested on charges of blackmailing officials of the Fudji Bank, the world's third largest, for Y500m (\$1.4m). Page 3

Taiwan city clash
Police clashed with several thousand demonstrators in the southern Taiwan county of Tainan where the opposition Democratic Progressive Party alleges ballot rigging in a local election. Page 9

Bogota crash claim
American investigators found evidence that an explosive device caused the crash of a Colombian airliner last week in which 107 people were killed - according to Colombian newspaper reports. Page 5

Sudan pact fails
Peace talks between Sudan's military government and its rebel foes in the Sudan People's Liberation Army have failed - according to peace talks chairman and former US president Jimmy Carter. Page 24

Metro clampdown
France is to increase tenfold the number of security staff on Paris commuter trains to combat an increase in violent crime. Page 24

MARKETS
STERLING
New York benchmark \$1.629
London \$1.5705 (1.935)
DM2.79 (2.783)
FF19.775 (19.771)
SF22.75 (22.45)
£ Index 85.46 (86)
USD
New York: Comex Feb \$408.6
London: \$404.0 (405.75)
SF 554.0 (405.75)
Brent 15-day Jan \$387.5 (32.225)
Crude price changes yesterday: Page 22

MARKET REPORTS: CURRENCIES, Page 48; **BONDS** Page 29; **COMMODITIES**, Page 35; **EQUITIES** Pages 37 (London), 48 (World)

Business Summary

GM enters talks on Hungarian investment

Soviets reject Kohl unity plan as more barriers come down

By David Marsh in Bonn

General Motors is negotiating with the Hungarian authorities on at least one project expected to lead to a substantial manufacturing investment by GM in the East European state.

An acknowledgement by the world's largest vehicle maker of discussions with the Hungarians strengthens the prospect of a wave of Western investment in Eastern Europe.

COPPER prices fell again on the LME yesterday. Cash metal closed at £1,918 a tonne, a fall

Copper

Cash metal Grade 'A' £ per tonne

1900
1800
1700
1600
1500
1400

Oct 1989 Dec

of £50 and the lowest closing price since the middle of July. Commodity, Page 36

USINOR Saclor, French state-owned steelmaker, is to buy the template manufacturing subsidiary of the Franco-British CMB Packaging for FF1.5bn (\$265m), creating the largest European template producer. Page 22

DIFENCE: A possible compromise has emerged in the two-year-old dispute between London and Bonn over the choice of a refer for the \$22bn (34.3bn) European Fighter Aircraft. Page 22

WATER: The offer for sale of shares in the 10 water companies of England and Wales looked likely to be over-subscribed amid a last minute rush to meet this morning's deadline. Page 35

RENAULT and Volvo, French and Swedish car and truck makers, scaled back for reaching talks on a possible merger of their automotive operations. Page 23

US said it was prepared for a new era of reciprocal trade liberalisation and would accept clear and enforceable trade rules. Page 6

ITALIAN and Iraqi governments will seek today to end their difficult relations for the commercial relations which

EUROPEAN NEWS

Summit sets ambitious timetable for pact limiting conventional forces in Europe

By Judy Dempsey in Vienna

PRESIDENTS George Bush and Mikhail Gorbachev, buoyed by the success of their Malta summit, have spoken optimistically about a new treaty limiting conventional forces in Europe which could be ready to sign by 1990. For the hard-pressed Nato whose job it is to work out the details, meeting the timetable set by their politi-

cal masters is an exhausting prospect. If they are successful, as looks increasingly likely, the talks could transform the military face of Europe, with both blocs making deep cuts in their conventional arsenals and limiting the prospects for a surprise attack. But the arms negotiators at the Vienna talks on Conventional Forces in Europe (CFE) face the task not

only of bridging gaps between the two alliances, but also of papering over differences within both blocs.

The starting events in Eastern Europe of recent weeks have thrown into sharper relief a whole series of individual nations' concerns, notably apprehension on both sides of the Iron Curtain about the implications of a united Germany.

WARSAW PACT

TIME WAS when the Warsaw Pact diplomats' weekly "council meetings" in Vienna were rarely disturbed by dissent. These days, however, the sessions are long on "creative tension".

The first problem is Moscow's continuing insistence that the "tactical" aircraft be excluded from the CFE talks; a view which the Poles and Hungarians oppose and to which Nato strenuously objects.

Moscow maintains that it will always require certain types of purely defensive aircraft to protect its borders.

But over the past month, in an apparent softening of its position, the Soviet delegation has succumbed to pressure and has divided aircraft into a larger number of categories and said that some will be included in future reductions.

While it still wants special arrangements to exclude purely air-defence fighters, it is now willing to discuss its 2,000

or so training aircraft, which are also capable of combat.

At the same time, however, it still wants to exclude its land-based naval aviation on the grounds that naval forces are not part of the CFE mandate. It also remains reluctant to include its 500 medium and long-range bombers.

The resurgence of "national concerns" is particularly evident in the positions of Poland and Bulgaria.

During the closing stages of the most recent round, the Polish delegation contributed little to the negotiations. It was uncertain about its position following the appointment of a solidarity-led Government in Warsaw.

In contrast to the Hungarian delegation which receives instructions from its Foreign Ministry and gets considerable latitude, the Poles are answerable both to the liberal-minded Foreign Ministry and to the conservative Ministry of

Defence — adding further confusion. But, in what could be a fascinating harbinger of things to come, Warsaw is making its voice heard over the issue of "low-strength units" — secondary Soviet units kept well below capacity in peacetime, broadly comparable to "storage units" on the Western side.

Under current Warsaw Pact proposals, these units would essentially be deployed in the eastern part of European Russia, and they would be staffed in peacetime up to 50 per cent of the manpower needed in wartime.

The West, eager to secure East bloc assent to its proposals on the "zones" into which Central Europe will be divided, has offered the Soviet side what it describes as an important concession on low-strength units.

Nato suggests that the Soviet Union could locate these units much nearer its Western borders — around the Baltic, in Byelorussia and in the Carpathian — but only if they are genuinely "low-strength", limited in peacetime to 5 per cent of wartime manpower.

The Poles in particular seem reluctant to accept the latter stipulation.

In principle, the Poles would like all Soviet forces out of Poland. But as the spectre of German reunification haunts them, they are increasingly reluctant to agree to such low peace-time troop numbers.

"It is the fear of the Bundeswehr as well as Nato's considerable storage units which has made the Poles very anxious about their own future security interests," commented an East European diplomat.

And on the issue of tanks, Bulgaria has taken a stand. Precisely because Turkey wants light battle tanks excluded from the negotiations, the Bulgarians insist these be included — citing a Turkish threat to their borders.

Its proposals for including combat helicopters at the Vienna talks, it faced a problem of definition.

It initially tried to apply the simple principle of "look alike, count alike" but in practice found that this would commit the West to eliminating more helicopters than it had originally intended.

Both sides are now nearing agreement on a Warsaw Pact-inspired definition of a combat helicopter, a definition which is said to be more technical and less vague than Nato's original conception.

A senior Western negotiator said the intra-Nato problems over tanks could be thrashed out at a meeting in Brussels on Thursday.

Combat helicopters. When Nato, following the summit in Brussels last May, presented

its proposals for including combat helicopters at the Vienna talks, it faced a problem of definition.

It initially tried to apply the simple principle of "look alike, count alike" but in practice found that this would commit the West to eliminating more helicopters than it had originally intended.

Both sides are now nearing agreement on a Warsaw Pact-inspired definition of a combat helicopter, a definition which is said to be more technical and less vague than Nato's original conception.

A further reason why Nato failed to present a draft treaty last month was Greek-Turkish differences over the precise wording of the CFE mandate.

Red Army Faction says it killed Herrhausen

By David Marsh in Bonn

THE Red Army Faction (RAF), the West German terrorist group, yesterday said it killed Mr Alfred Herrhausen, chief executive of the Deutsche Bank, last week. The police hunt for the murderers continued without turning up any new leads.

The federal prosecutor's office in Karlsruhe said that an RAF letter sent to news agencies and a local newspaper was "absolutely authentic".

The statement arrived on the eve of Mr Herrhausen's funeral in Frankfurt today. In what is virtually a state occasion, Chancellor Helmut Kohl is due to deliver, at the request of the Herrhausen family, a 15-minute address at Frankfurt cathedral.

The RAF, in the chilling language familiar from past declarations of responsibility for executions of leading German industrialists and bankers, said Mr Herrhausen was killed last Thursday because of his role as Europe's most powerful economic leader.

As controversy continued in West Germany over whether his death could have been avoided through stricter surveillance, police on Monday night raided a housing block in Darmstadt in search of the killers. The prosecutor's office, co-ordinating the investigation, said it was "without result".

The respect enjoyed by Mr Herrhausen in the Soviet Union was underlined yesterday by news that Moscow's Plechanov College is offering a scholarship in his name to support studies on German-Soviet economic relations.

The RAF letter said that Mr Herrhausen's armour-plated Mercedes was blown up with what was described as a "home-made" mine. It said the Deutsche Bank's history showed "blood traces from two world wars and the exploitation of millions".

The letter called for all imprisoned RAF terrorists to be brought together in a single unit and said that the "completely changed international situation" made necessary the start of a new phase in the "revolutionary process".

French trade back in the black during September

By George Graham in Paris

FRANCE recorded a trade surplus of FFr2.2bn (123m) in September after seasonal adjustments, a sharp turnaround in its trading performance after two months of substantial deficits.

The improvement reflects an increase in exports and a large drop in imports, but economists caution that the figures suggest, however, that the seasonal adjustments may be distorting the picture of France's trading performance.

Both this year and in 1988, the trade figures showed a good result in June, a sharp decline in July, a catastrophe in August and a dramatic improvement in September.

Some government economists believe that there may have been a change in the way companies behave which could help to account for these sharp swings: with fewer factories closing for August, imports of raw and semi-finished goods may now remain stronger than month than in the past, while September may no longer see the same surge in imports as companies stock up again after a summer break.

With a deficit of FFr32bn in the first three quarters, and a

trend of around FFr4bn a month, we are on target for our forecast of FFr41bn," said Mr Alain Gibon, an economist at the OFCE forecasting body.

Closer analysis of the trade figures suggests, however, that the seasonal adjustments may be distorting the picture of France's trading performance.

• The Government yesterday launched a campaign to improve the competitiveness of FFr173bn per year turnover clothing industry, writes William Dawkins in Paris.

Mr Roger Fauroux, the Industry Minister, will be talking to employers and unions over the next few months to see how the state can further help improve training, modernisation and investment in the industry.

The industry's trade deficit fell last year to FFr8.2bn, against FFr8.6bn in 1987, but still needs to do more to improve the speed at which it can bring out new designs against foreign competition, says a report commissioned by Mr Fauroux.

W German unemployment rise reflects tide of immigrants

By David Marsh in Bonn

HIGH IMMIGRATION from East Germany led to a sharp rise in unemployment in West Germany last month, overshadowing news yesterday of a buoyant 3.3 per cent year-on-year rise in gross national product in the third quarter.

Mr Heinrich Franke, president of the Federal Labour Office, said the unemployment increase to 1.95m — up by 76,000 from October — was unusually "drastic". This reflected above all a near doubling to 120,000 in unemployed emigres from East Germany.

Last month, 133,429 East Germans came to settle in the Federal Republic, taking the 11-month total to just over 300,000. This means that the previous annual record influx from East Germany — 331,000 in 1983 — is likely to be exceeded this year. Counting newcomers from East Germany, the Soviet Union and

other parts of Eastern Europe, total ethnic German immigration this year will amount to 700,000, more than 1 per cent of the West German population.

The unemployment rate last month rose to 7.6 per cent from 7.3 per cent in October. However, last month's total remained 141,600 lower than in November 1988, when 2.09m people were out of work, or 8.1 per cent of the employed labour force. Government officials pointed out that last month's unemployed total was still the lowest November figure since 1981.

Separate figures from the Federal Statistics Office in Wiesbaden, meanwhile, show that the country is still on course for overall economic growth of 4 per cent this year. Compared with the second quarter this year, the economy grew on a seasonally adjusted basis by an unusually strong 1.4 and 1.9 per cent.

Strong export demand and buoyant investment continued to fuel the economic upswing.

Exports of goods and services showed a real rise of 9 per cent in the third quarter against the same period last year, with imports up only 4.2 per cent.

A further boost to GNP came from West Germans' increasing income from foreign portfolio investment.

Companies' capital expenditure went up by 7 per cent in the third quarter, with private consumption showing a much more subdued rise of 1.1 per cent.

The contribution to GNP from public sector consumption showed a slight fall, reflecting the more restrictive budgetary stance this year.

When you're constantly reaching for the stars, here's one of the places you have to look.

Our search for the stars of future communications systems takes us to the usual places. Like outer space, where we've become a leader in satellite communications.

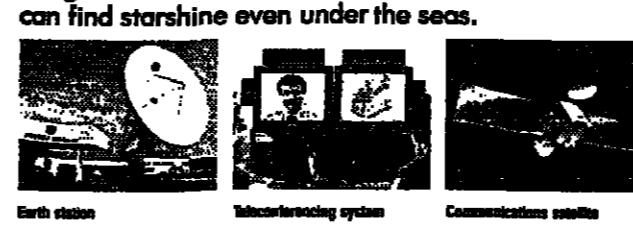


And to unlikely places. Like the sea, where we found Aplysia, a sea mollusc whose neural system gave us the clue to the development of the world's first optical neurochip.

The Mitsubishi neurochip is the first step in the development of neurocomputers that will perform thinking functions similar to those of humans. Like recognition of patterns. Of printed characters. And even of human voices. We have no doubt they'll be stellar performers in the super-fast, super-precise communications systems of the near future.

In the development of unique communications

products—like mobile telephones, facsimiles, teleconferencing systems, communications satellites, and earth stations—we're creating a new breed of stargazers at Mitsubishi Electric. Scientists who can find starshine even under the seas.



MITSUBISHI ELECTRIC
Mitsubishi Electric UK Ltd.
Travellers Lane, Hatfield, Herts. AL10 8XB, England, U.K.
Phone: (072) 75100 Telex: 530070 MELCO G Fax: (072) 78600



Bert Lea, Sue Lloyd, Rasputin and Eeg.

Our latest fleet of delivery vehicles. Just in time for the 1990's.

For the on-the-road price of our model in the picture, you could buy half a dozen production line vans.

The bodywork is hand built and takes weeks. The two horse-power engine rarely reaches speeds above 12 mph and has to be taken out of operation two days in every six.

Daily stripping down and regular watering is required, whilst refuelling facilities can be difficult to find, particularly in town.

Capacity, compared to modern delivery vehicles, is extremely limited. (A few parcels, at most.) And the fixtures and fittings are decidedly uneconomic in terms of man-hours spent on maintenance.

Where does a rig like this fit into modern retailing? With the emphasis on computer-efficiency and bottom-line economics?

The answer, of course, is Brompton Road, London SW1.

Because when you look at our picture, what you're seeing, in truth, is a symbol of that which makes Harrods, Harrods.

The idea of re-introducing coach and horses (in all, four carriages and six horses) to London's streets came from the Chairman of the store himself. The carriage's design is something he watches over. As are the horses. (They spend their days off grazing on his estate.)

Our pre-eminent position amongst the world's retailers has never depended solely on the profit and loss ledger.

And while traditional values might not be the sort of language to make the heart of an accountant beat a little faster, without them Harrods would be in danger of becoming just another large store.

That's why these values are guarded as jealously today as at any time in Harrods history. And that's why Bert and Sue, ably assisted by the two Dutch Friesians, will be a familiar sight on London's streets.

Well into the 1990's.

Harrods Late Night Christmas Shopping: every Wednesday until 8.00pm, Saturday December 9th and 16th until 7.00pm.

House of Fraser.

WORLD TRADE NEWS

Italy and Iraq seek to end dispute over naval ships

By John Wyles in Rome

THE Italian and Iraqi governments will seek today to end four extremely difficult years for their commercial relations which began with an Italian embargo on the delivery of 11 naval ships and culminated in the recent scandal over the supply of \$3bn of unauthorised credits from the Atlanta branch of the Banca Nazionale del Lavoro.

Italian officials believe the ships problem can be settled today after months of negotiations during which Rome has acceded to virtually every Iraqi demand, from credit terms to additional supplies of military equipment.

Baghdad had paid half of the

\$2.7bn cost of the ships contract when Italy decided in 1985 to halt deliveries as part of a tighter embargo on arms sales to both sides in the Iran-Iraq war. By that time only a floating dock and a floating dry dock had been delivered by Fincantieri, the state shipbuilder, and all of the remaining vessels have been kept in Italy.

In retaliation, Iraq has suspended all payments since 1985, thought to be in the region of \$2.6bn, on other contracts previously signed with Italian companies.

The Italian cabinet has recently endorsed an outline agreement in which repay-

ments on the ships contract will be spread over 10 years with an initial four year grace period. When interest payments will be fixed at Libor, interest due since the embargo will be forgiven, a special \$1bn credit will be given with the appropriate technology for Iraq to construct a naval command and control system, and Italy will make a free gift of the Sestia, a prototype for a series of fast attack vessels.

Rome has also agreed in principle that Agusta, the state-owned helicopter manufacturer, can go ahead with \$250m contracts, first signed in 1983 and 1985, for the supply of 10 naval helicopters.

Turks win Kuwaiti power contract

TURKISH contractors have reached agreement on two contracts valued at a total of around \$576m - civil engineering works for the massive Sibuya thermal power station scheme in Kuwait, and a hydrocracker for a domestic refinery near Amman. Jim Dodge

ner reports from Ankara.

The first deal between Turkey's BMB-United Engineering and the Kuwaiti Ministry of

Electricity and Water for the 2,400Mw Sibuya scheme, is worth \$350m.

The deal includes exports valued at around \$150m from Turkey of cement, steel, food and scaffolding. About 4,000 Turkish workers will be employed at any one time during construction.

The hydrocracker contract, valued at an estimated \$220m has been awarded to a venture

EC acts to tie up Lomé deal

By William Dulforce in Geneva

THE European Community is offering 66 developing countries of the African, Caribbean and Pacific (ACP) group an extra Ecu100m (773m) to try to remove the last obstacle to a new development aid accord, EC officials said yesterday. Reuter reports from Brussels.

Mr Roland Dumas, the French Foreign Minister, made the offer to the ACP on Monday.

The new funds bring the total package for the first five years of a new 10-year Lomé convention to Ecu10.8m of aid plus Ecu1.2m in cheap loans.

Officials said ACP states reacted favourably to the new offer but had not yet formally accepted it. The ACP last week accepted EC proposals for trade concessions, commodities compensation and other aspects of the pact.

France is understood to have put up half the extra cash. Italy, West Germany and Belgium contributed the rest.

The new offer still falls short of the Ecu15.5bn the ACP originally asked for, to cover inflation, rising populations and a new fund for economic reforms.

The ACP says it fears the EC will neglect it in favour of supporting changes in the East Bloc. The EC has pledged Ecu30m to Poland and Hungary for 1989 alone.

US ready for new era of trade liberalisation

By William Dulforce in Geneva

THE US said yesterday it was prepared for a new era of reciprocal trade liberalisation and would accept clear and enforceable trade rules covering all economic activity.

Mr Rufino Yerxa, the Deputy US Trade Representative, through his statement to the annual meeting of the General Agreement on Tariffs and Trade, put the US along side the European Community, Japan and other key trading nations which have renewed their commitment in the past two days to making a success of Gatt's trade-liberalising Uruguay Round. But he warned that Gatt had not yet met US expectations.

Gatt rules were inadequate. Tariffs were still unacceptably high in many countries, non-tariff barriers to trade abounded throughout the globe, and large areas of trade, such as agriculture and services, were covered inadequately or not at all.

As long as the rules were implemented, countries would resort to their own methods for defending what they perceived as basic national interests.

However, the formal declarations of intent have hardly dispelled the friction that persists as the Round enters its concluding year. Mr Yerxa reacted strongly to the many complaints about "unilateralist"

US action to impose its will in trade matters.

In a scarcely veiled reference to India, he said it was "a little dangerous" for countries with high tariffs and non-tariff barriers to inhibit the world's largest importer whose average effective tariff were below 5 per cent.

Nor should a participant with a highly protectionist, unilateralist agricultural policy (the EC) be so anxious to condemn the policy of a country that was willing to accept sweeping reforms in agriculture.

Mr Rubens Ricupero, the Brazilian who will chair the Gatt council next year, warned

that indebted developing countries could not be expected to grant trade concessions that were not matched in the finance area. Brazil's ability to participate in the multilateral system would be impaired without credit and a solution to the debt problem.

Austria may ask for a ruling against West Germany under Gatt rules, if Bonn carries out its decision to ban 212,000 Austrian lorries from using its roads from January 1. Bonn plans to retaliate against a restriction banning lorries producing more than 50 decibels of noise from using the main Austrian transit routes between 10 pm and 5 am.

Fujitsu defends heavy discount on computers

By Robert Thomson in Tokyo

FUJITSU, the Japanese computer maker, has defended a hefty discount given on two supercomputers leased to the Japan Atomic Energy Research Institute, despite US criticism of supercomputer discounts that it says restrict competition in the Japanese market.

Fujitsu said the discount, which the company reckoned at around 27 per cent, was reasonable as a means of ensuring that the company won the contract.

The company admits to offering a base rate for the contract

about 30 per cent below the scheduled fee for a three-year lease, and then giving the 27 per cent discount on top of that revised base rate.

However, the company said the contract for the supercomputers was for more than three years and so a lower base rate is justifiable. He would not specify the length of the contract, but said that it is "more than four years".

Supercomputers, along with satellites and lumber products, have been listed by the US as products liable for action

under the punitive Super 301 section of the US Omnibus Trade Act unless Japan's markets are liberalised.

The US has often complained

about the generous discounts of up to 80 per cent offered on supercomputer contracts to Japanese academic institutions and condemned inadequate academic budgets for encouraging anti-competitive bidding by Japanese companies.

A Japanese trade official indicated yesterday that the Fujitsu contract with the institute, an affiliate of the State

Science and Technology Agency, was within a reasonable range.

The supercomputers will apparently be used in work related to nuclear fusion and analysis of reactor safety.

Fujitsu said clients are disgruntled if they do not receive a reasonable discount on supercomputer contracts, and that a discount was necessary in bidding for the institute's

contract even though other supercomputer makers had not competed because they could not meet the specifications.

BANCO DI NAPOLI. 450 YEARS FOR THE ECONOMY, ART AND CULTURE.



150th ANNIVERSARY

BANCO
diNAPOLI

US window dressing cheers Caribbean garment producers

Canute James looks at revisions to proposals on textile quotas

CARIBBEAN garment manufacturers, whose hopes of significantly increasing exports to the US were recently set back by legislators in Washington, have been encouraged anew by different signals from the Administration.

The region, which last year accounted for 10.5 per cent of US garment imports - bringing the hard-pressed economies earnings of \$1.4bn - were hoping that proposals for duty reductions on their shipments would have been accepted, giving them a more competitive edge in the US.

The proposals were thrown out by legislators who feared damage to domestic industry and the use of the Caribbean by producers in the Far East to get around quotas imposed by the US.

The Caribbean producers have taken comfort from the plan of Mr Ronald Sorini, chief US textile negotiator, who says he will try to reduce import quotas for textile and apparel from Taiwan and South Korea and increase those for Caribbean countries.

This promise by Mr Sorini - who is soon to start negotiations with Taiwan, Korea and Japan on quotas to replace those which expire at the end of this year - followed an undertaking by the White House to try to get legislators to reconsider preferential treatment for Caribbean garments.

According to Mr Roman Popadiuk, a White House spokesman, President Bush has written legislators asking them to reconsider the proposals for reduced rates of duty on Caribbean garments.

Caribbean governments and garment producers have been arguing the case for preferential treatment, which has been denied them as a result of a six-year-old trade treaty between the US and 22 countries in the region.

Despite the concerns of the domestic US industry, several Congressmen proposed the reduced duties. The proposals were thrown out by their colleagues.

The fact that these proposals were not accepted has been surprising and disappointing to the industry across the region, said Mr Peter King, vice president for international operations of Jampiro, Jamaica's investment promotions agency.

According to one Haitian exporter: "The sudden reversal of the proposed legislation in terms of garments has come as a sudden shock to the industry."

The Caribbean countries have made quick use of a special programme to re-export garments which have been assembled from fabric made and cut in the US.

In bilateral treaties with Washington, the countries are given "guaranteed access levels" for specified quantities of garments under the programme, with duty paid in the US only on the value added in assembly.

Caribbean producers are also allowed to ship agreed quantities produced from fabric sourced from other countries. It is the removal of proposals for preferential treatment of these two categories which has concerned the region's producers and government officials.

"We are particularly disappointed at the striking out of

proposals for duty free access for what we ship under the guaranteed access levels," Mr King said. "It is also shortsighted to do away with proposals for a 50 per cent reduction in duty paid on imports which are produced from other fabric."

The Caribbean garment industry has always argued that the agreements which governed their access to the US market were valuable not only to the region, but beneficial to the US garment industry.

US companies, for which the garments were assembled, gained from lower production costs, they said, while producers of fabric had a ready market. Expanding the opportunities in the US for Caribbean garments would be mutually beneficial, they claimed.

Some have pointed to a report by the US International Trade Commission which concluded that growth in the Caribbean garment industry, based on the assembly of garments cut from US made fabric, had created 70,000 jobs in the US.

"In addition to the jobs in the US which our industry guarantees," Mr King said, "the Caribbean states retain 20 per cent of the value added. So for every \$100 exported, only \$80 remains in the Caribbean and \$20 goes to the US industry."

US concerns over the growth of imports from the Caribbean, and what is perceived as a likely flood of cheaper imports, have been compounded by new investments from companies based in the Far East. These investors have found the region a better location to reach the US market.

Companies from Hong Kong

Caribbean garment exporters are expecting shipments to the US during this year to bring the region earnings of \$1.7bn. This would amount to four-and-a-half times those of five years ago. The leading supplier last year was the Dominican Republic, which shipped a value of \$550m, followed by Costa Rica with \$260m, Jamaica with \$170m and

and South Korea have invested just under \$6m in several Caribbean states, attracted by lower production costs and lower freight rates to the market. The investments have also been driven by US quotas on imports from the Far East.

The Caribbean countries face a dilemma over the investments. They are keen on having the plants. The factories provide much needed jobs - mainly for women, among whom unemployment is more than 50 per cent. The exports also contribute to the parlous balance of payments of many Caribbean states.

But the US garment industry has attacked the presence of the Far East companies, suggesting that the investors are using the special access programmes as a back door to beat the restrictions.

Caribbean trade officials have rejected these arguments, pointing to the relatively small foothold which the region's industry has on the US market. They stress that 90 per cent of what they ship there comes under the programme based on fabric made and cut in the US.

AMERICAN NEWS

Chile puts central bank beyond political control

By Robert Graham, Latin America Editor, in Santiago

THE Chilean military junta has named a new board for the country's central bank and given it statutes that allow the bank full autonomy.

The new status will take effect from Monday, only three days before Chile's first democratic presidential and parliamentary elections since 1970.

Chile is the first developing country to establish an independent central bank. Its creation, approved in August, is the last radical economic reform of the Pinochet regime and looks future governments into following the latter's market-oriented economy.

The new five-man executive board was to have been composed of ex-governors of the bank, but this was dropped in favour of greater conciliation to the opposition.

In what is seen as a big concession by the outgoing regime, two opposition members have been nominated — Mr Robert Zehler, a Christian Democratic Party economist who works for the UN Economic Commission for Latin America (ECLA), and Mr Juan Eduardo Herrera, an economist for the social democratic party PPD. These two parties represent the largest elements in the 17-party alliance backing the presidential candidature of Mr Patricio Aylwin.

Their acceptance and designation so close to the elections suggests the government has recognised that the Christian Democratic Mr Aylwin is the

Banks agree Mexican debt package

By Stephen Fidler

COMMERCIAL banks representing 90 per cent of Mexico's \$68bn in medium and long-term bank debt have made commitments to a landmark debt package for the country.

A statement yesterday from the debt negotiators of Mexico and the banks — Mr Angel Gurria and Mr William Rhodes of Citicorp — said they had received replies from 345 of the 400 or so bank lenders to the country.

Banks representing some 8 to 10 per cent of existing exposure have agreed to commit new loans to the committee, while the rest, in about equal proportion, have decided to swap their exposure for principal-reduction bonds and for fixed-rate 6% per cent bonds which will reduce the country's interest payments.

The new loan element falls short of the target of up to 20 per cent of commitments Mexico hoped for, but it is not clear whether failure to meet this target will be critical.

It had been thought that, if new loans were to fall short, official enhancements for the other two options might not be sufficient to go round. However, more banks than expected have chosen the principal-reduction bonds.

Warm western breeze for Europe

Peter Riddell examines President Bush's transatlantic view

PRESIDENT George Bush's strong endorsement of European integration, in his speech to Nato leaders in Brussels on Monday, was the culmination of a gradual shift in US policy this year.

Transatlantic relations used to be uncertain and wary at times during the Carter and Reagan presidencies, but Mr Bush is determined to establish closer and firmer links.

The signs so far are that he is succeeding — in terms of mood, if not substance.

Even so, there have been misconceptions about what this means in practice, both in relation to the form of European integration and to future US relations with Europe.

Mr Bush is genuinely interested in European issues. The latest visit is his third to Europe within six months, and characteristically he has been in frequent contact with a wide range of European leaders. He talks to Chancellor Helmut Kohl of West Germany by phone roughly once a week.

Moreover, much to the pleasure of the European Commission, Mr Bush has seen Mr Jacques Delors for bilateral meetings on both his visits to Brussels.

Also, there has been a change of policy to match the shift of style towards close consultation. First, after early doubts, the Bush administra-

tion has decided to take a positive view of the creation of a single European market, to appear in 1992.

Second, as the pace of change in eastern Europe has accelerated, Mr Bush has increasingly seen the political value of an integrated European Community as a source of stability in the continent.

Hence his call in Brussels "both for a continued, perhaps even intensified, effort of the 12 to integrate, and a role for the EC as a magnet that draws the forces of reform forward in eastern Europe." Last July, at the seven-country annual economic summit, the US agreed to the European Commission taking a role in chairing the effort by the Group of 24 to help Poland and Hungary, about which Mr Bush says he was "exceptionally pleased".

There is uncertainty in Europe about what this means. One State Department official closely involved talked of integration having a security dimension: "Europe is more than just trade." The US is concerned with the political direction of Europe rather than the form of integration. Mr Bush has taken no position on, say, European monetary union and the social charter.

So it is wrong to see Mr Bush siding with one group or

other in the debate before the EC's Strasbourg summit this month. His view is that the form of European integration is for the Europeans to decide.

Where the US differs from Mrs Margaret Thatcher is over the tone of the current British approach — the apparent lack of enthusiasm for, or rather the questioning attitude to, integration. Mr Bush and his advisers would like Britain to take a more positive view, and hence have more influence over the details.

Mrs Thatcher appeared taken aback on Monday by Mr Bush's plan for the future of Europe, and, in particular, by the reference to integration. But talk of British isolation should not be exaggerated, as Mr Bush made clear on the telephone yesterday to Mrs Thatcher.

The other misconception is that the US is somehow retreating from Europe. While there are neo-isolationists among conservative Republicans, the administration remains firmly committed to a continuing US role in Europe.

Moreover, much to the pleasure of the European Commission, Mr Bush has seen Mr Jacques Delors for bilateral meetings on both his visits to Brussels.

There is uncertainty in Europe about what this means. One State Department official closely involved talked of integration having a security dimension: "Europe is more than just trade." The US is concerned with the political direction of Europe rather than the form of integration. Mr Bush has taken no position on, say, European monetary union and the social charter.

He referred on Monday to looking for ways to improve our ties so a new Atlanticism will pull in harness with a new

Interest 30% a month in Argentina

By Gary Mead
in Buenos Aires

THE FEVER of Argentina's fragile economy has intensified with interest rates hitting a highly positive monthly 30 per cent this week. The rise threatens to divert President Carlos Menem's attempts to keep inflation below a monthly double-digit figure.

There has been a shift in the balance of the relationship, with the US being less a commanding leader than a leading partner. In part, of course, this reflects the domestic budgetary constraints on the US ability to act on a large scale overseas.

But Mr Bush and his advisers also accept that the transatlantic balance has changed, with European countries taking the lead in deciding their own future. This may be unavoidable for the US, but Mr Bush has not been grudging; he has welcomed the change.

All this may add up mainly to a shift in mood. But it is significant. Mr Bush may at times be embarrassingly inarticulate, and is never likely to be regarded as charismatic or visionary, as he self-deprecatingly admitted on Monday. But he has succeeded in showing European leaders that he understands their concerns and shares most of their aspirations.

Venezuelan ruling party upset in local polls

By Joe Mann in Caracas

THE RULING party in Venezuela, Democratic Action (AD), has taken a heavy beating in state and local elections, losing at least eight of the 20 state governorships to opposition parties.

The elections, held on Sunday, when Venezuelans for the first time could choose regional candidates by name rather than by party, were also marked by the highest rate of abstention in the 30 years since the South American country saw the back of its last dictator. Some 60 per cent of the 9.2m electors did not vote.

Opposition political parties won the governorships of three heavily-populated states — Miranda (including a large part of the Caracas metropolitan area), Zulia and Aragua. A tiny-left wing party, Causa R, took the governorship in the key state of Bolívar, centre of Venezuela's heavy industry. The new governor immediately announced that he would investigate alleged corruption by his AD predecessor.

The results of the gubernatorial race in another key industrial state, Carabobo, where troops were used to quell fighting among two opposing political groups, remained unclear. Official figures for most of the 265 mayoral and city council contests have not yet been released.

New contra deadline offered

PRESIDENT Daniel Ortega of Nicaragua yesterday proposed extending until December 31 the deadline for US-backed contras to demobilise, agency reports from Nicaragua.

He said he would present the costs of a three-day summit of Central American presidents from Sunday in Costa Rica.

It seemed unlikely a new deadline would help to disband the rebels, most of whom are in Honduran jungle camps near the Nicaraguan border. There are also an estimated 6,000 contras in Nicaragua.

Speaking before thousands of people in Managua on Monday night, the president called for "a new popular insurrection" to defeat the contras.

The occasion was the official start of campaigning for elections due in February.

Mr Ortega is running for re-election for the governing Sandinista Front. His main challenger is the newspaper proprietor Mrs Violeta Barrios de Chamorro, supported by a 14-party opposition alliance.

Contra leaders have said they will not decommission their forces until after the elections or until they feel it safe to them to disband and return to Nicaragua through a general and unconditional amnesty.

For the past month, Sandinista forces have been massing along the north-south central Nicaraguan corridor, where the Contras operate, but no offensive has materialised.

Honduras protested recently at the UN, saying it was alarmed at the number of Sandinista troops and heavy weapons being massed near the border.

In Caracas, AD saved some face when its candidate won the mayoralty. But its image was dented, albeit in victory, when its candidate for the governorship of Guárico state, Mr Modesto Freyre, won while in jail awaiting trial on charges of corruption as a minister in the previous federal administration.

Results announced so far proved far worse than AD leaders had expected. The party, which has dominated Venezuelan politics for most of the country's democratic history, has been used to occupancy of the 20 governorships since the last AD president took office in 1984. President Carlos Andrés Pérez, who previously appointed all state governors *ex officio*, will now have to work with opposition governors from four different parties in some of the country's most important states.

The party's poor showing at the polls was partially due to negative reaction to a harsh economic adjustment programme implemented this year by Mr Pérez. The programme has caused high inflation and unemployment. Besides, many voters were put off by charges of widespread corruption under the AD government of President Jaime Lusinchi, who completed a five-year term in February.

Nasa sets shuttle launch date

THE US National Aeronautics and Space Administration (Nasa) announced yesterday it hoped to launch space shuttle Columbia on December 18 but said failure to get the launch pad ready on time could cause a day or two's delay, Reuters reports from Cape Canaveral.

"We've got a good shot at making December 18 if the pad work goes smoothly," said Mr Ed Cawein of Nasa.

December 18 has been the target date for some time, but it only became official at the conclusion of a two-day flight-readiness review by shuttle managers.

The biggest potential problem is getting launch pad 36A ready for its first lift-off in nearly four years. The pad underwent a \$20m overhaul to improve safety, fueling and other systems, and several minor problems have cropped up since Columbia was moved to the pedestal last week.

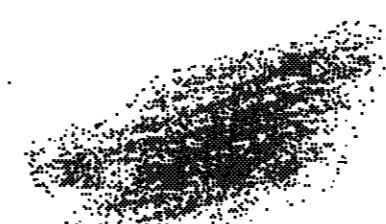
All seven launches since shuttle flights resumed 15 months ago have been from pad 36B. The programme was grounded for 15 months after the 1986 Challenger explosion.

"Due to work on these facilities, there is a higher than normal probability of developing problems that might result in a short delay to the launch date," a Nasa statement said.

Mr Cawein said if additional problems cropped up at the pad, he expected the delay would be minimal. Columbia will stay in space 10 days. The crew of five will deploy a Navy communications satellite and then retrieve a science satellite that has orbited the Earth for nearly six years.



You don't have to come down to earth till you reach Malaysia



NON-STOP TRAVEL, FASTEST ARRIVAL IN KUALA LUMPUR EN ROUTE TO AUSTRALIA. 3 TIMES WEEKLY.

From 3rd December, 1989, Malaysia Airlines introduces the fastest way to Malaysia with 747-400 services, flying you non-stop all the way to Kuala Lumpur, arriving hours earlier. The 3 non-stop services depart London every Wednesday, Thursday and Sunday. Add these to the current 4 services via Dubai and you have daily flights to Malaysia. Whichever flight you choose, you'll discover a world of enchantment in the air where you will enjoy the internationally renowned inflight service of genuine warmth and charm that only Malaysians can offer... on Malaysia Airlines.



malaysia 747-400

AMMAN•AMSTERDAM•AUCKLAND•BANDAR SERI BEGAWAN•BANGKOK•BEIJING (PEKING)•BRISBANE•COLOMBO•DELLHI•DENGARASAR•DUBAI•FRANKFURT•FUKUOKA•GUANGZHOU (CANTON)•HAT YAI•HO CHI MINH CITY•HONG KONG•HONOLULU•ISTANBUL•JAKARTA•JEDDAH•KARACHI•KUALA LUMPUR•LONDON•LOS ANGELES•MAKASSAR•MEDAN•MELBOURNE•PARIS•PERTH•PHUKET•PONTIANAK•SEOUL•SINGAPORE•SYDNEY•TAPEI•TOKYO•ZURICH

33 DESTINATIONS WITHIN MALAYSIA

FOR RESERVATIONS, CONTACT YOUR FAVOURITE TRAVEL AGENT OR CALL MALAYSIA AIRLINES LONDON TEL: 011 862-0300 PRESTEL 244190

BRITISH GAS KNOWS AN EASY WAY TO REDUCE ENERGY COSTS.



RUN YOUR OWN POWER STATION.

Today's technology makes it possible for you to generate the heat and power your company needs — on your own premises.

The system is called Combined Heat and Power.

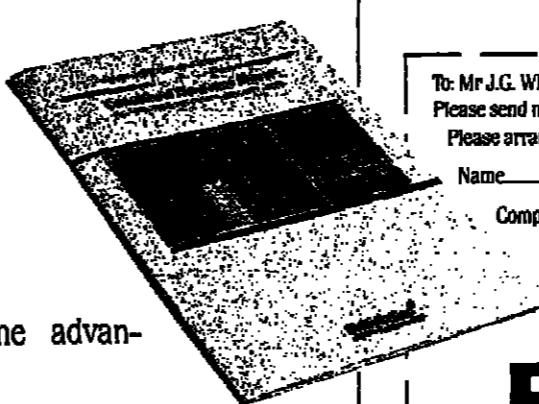
Here, high-performance turbines or reciprocating engines fuelled by natural gas, generate electricity while 'waste' heat is harnessed to provide process heating, space heating and hot water.

A remarkably efficient system that delivers dramatic all-round savings in energy costs.

And not only is Combined Heat and Power efficient, it's environmentally sound too.

To discover more of the advantages of a CHP system, contact our Technical Consultancy Service.

It won't cost you a penny, and could soon place power quite literally at your fingertips.



To: Mr J.G. Whitstone, Room 722 British Gas plc, 328 High Holborn, London WC1V 7PT.
Please send me a copy of your Combined Heat and Power brochure.
Please arrange for me to be contacted by your Technical Consultancy Service.

Name _____ Position _____

Company _____

Address _____

Telephone _____

British Gas
ENERGY IS OUR BUSINESS

F.T. 2

TENDER NOTICE

UK GOVERNMENT
ECU TREASURY BILLS

For tender on 12 December 1989

1. The Bank of England announces the issue by Her Majesty's Treasury of ECU 900 million nominal of UK Government ECU Treasury Bills, for tender on a bid-yield basis on Tuesday 12 December 1989. An additional ECU 50 million nominal of Bills will be allotted directly to the Bank of England.

2. The ECU 900 million of Bills to be issued by tender will be dated 14 December 1989 and will be in the following maturities:

ECU 300 million for maturity on 11 January 1990

ECU 300 million for maturity on 15 March 1990

ECU 300 million for maturity on 14 June 1990

3. All tenders must be made on the printed application forms available on request from the Bank of England. Completed application forms must be lodged, by hand, at the Bank of England, Securities Office, Threadneedle Street, London not later than 10.30 a.m., London time, on Tuesday, 12 December 1989. Payment for Bills allotted will be due on Thursday, 14 December 1989.

4. Each tender at each yield for each maturity must be made on a separate application form for a minimum of ECU 500,000 nominal. Tenders above this minimum must be in multiples of ECU 100,000 nominal.

5. Tenders must be made on a yield basis (calculated on the basis of the actual number of days to maturity and a year of 360 days) rounded to two decimal places. Each application form must state the maturity date of the Bills for which application is made, the yield bid and the amount tendered for.

6. Notification will be despatched on the day of the tender to applicants whose tenders have been accepted in whole or in part. For applicants who have requested credit of Bills in global form to their account with Euro-clear or CEDEL, Bills will be credited in the relevant systems against payment. For applicants who have requested definitive Bills, Bills will be available for collection at the Securities Office of the Bank of England after 1.30 p.m. on Thursday, 14 December 1989 provided cleared funds have been credited to the Bank of England's ECU Treasury Bills Account No. 59005516 with Lloyds Bank Plc, International Banking Division, PO Box 19, Hay's Lane House, 1 Hay's Lane, London SE1 2HA. Definitive Bills will be available in amounts of ECU 10,000, ECU 50,000, ECU 100,000, ECU 500,000, ECU 1,000,000, ECU 5,000,000 and ECU 10,000,000 nominal.

7. Her Majesty's Treasury reserve the right to reject any or part of any tender.

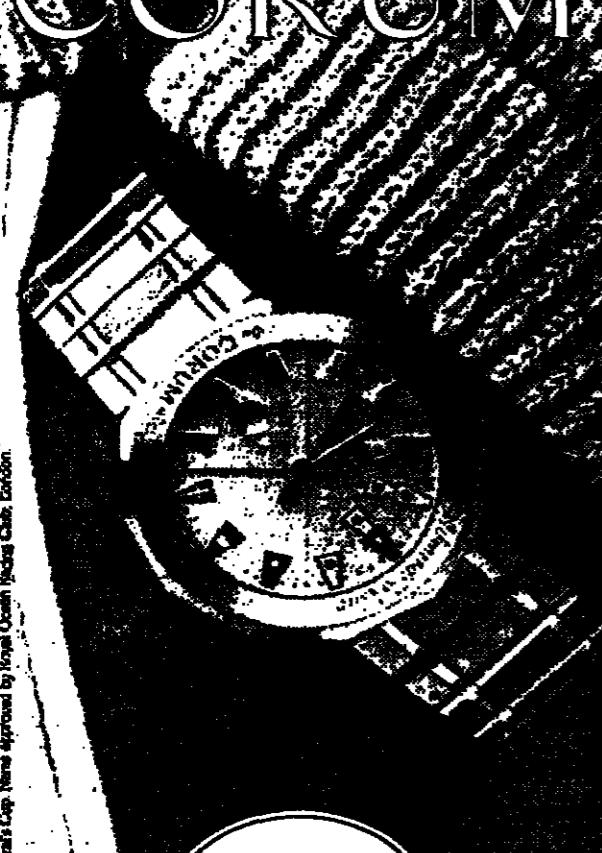
8. The arrangements for the tender are set out in more detail in the Information Memorandum on the UK Government ECU Treasury Bill Programme issued by the Bank of England on behalf of Her Majesty's Treasury on 28 March 1989. All tenders will be subject to the provisions of that Information Memorandum.

9. The ECU 50 million of Bills to be allotted directly to the Bank of England will be for maturity on 14 June 1990. These Bills may be made available through sale and repurchase transactions to the market makers listed in the Information Memorandum in order to facilitate settlement.

10. Copies of the Information Memorandum may be obtained at the Bank of England. UK Government ECU Treasury Bills are issued under the Treasury Bills Act 1877, the National Loans Act 1968 and the Treasury Bills Regulations 1968 as amended.

Bank of England
5 December 1989

CORUM

CORUM
SUISSE

Individually made with a degree of skill and care that belongs to a former time, Corum watches carry design into the future. The Admiral's Cup epitomises this with its unusual twelve-sided case and the original decoration of enamelled nautical pennants denoting the hours on the watch face. Registered model.

FOR A BROCHURE WRITE TO: CORUM, 2301 LA CHAUX-DE-FONDS, SWITZERLAND.

Join us on 01 200 0200

**SMALL SPACE
BIG ISSUE**



Friends of the Earth

Major urges industry 'to take up new opportunities'

By Peter Norman, Economics Correspondent

Mr John Major, the Chancellor of the Exchequer, yesterday told British businessmen that they faced "unparalleled new business opportunities" in the 1990s even though next year would be difficult.

Addressing the inaugural lunch of the Association of British Chambers of Commerce, Mr Major called on industry in Britain to "go out and look for business elsewhere to maintain profits and output and jobs."

He said Britain's share of world trade was likely to rise this year, adding that he expected strong growth in exports to continue into the future.

However, the Chancellor did not conceal his concern about Britain's large £20bn annual current account deficit, calling on companies to try and take more of the British domestic market from foreign producers.

"I think I could easily live with a lot more import substitution, because we still import far too many products that could well be manufactured in the UK," he said.

Yesterday's lunch was the first occasion on which Mr Major had addressed a large

business audience since taking over as Chancellor from Mr Nigel Lawson nearly six weeks ago. It was an event for raising the spirits rather than detailing policies and he met with an enthusiastic reception.

Mr Major acknowledged that growth next year would be "lower than we would wish and inflation higher." But he insisted that a recession was neither likely nor necessary as the Government acted to cut inflation.

"What gives me confidence about the long term is the underlying health and strength of British business. That is considerable," he said.

Business and industry were "more efficient and effective, better managed and more able to confront short term difficulties successfully than for many years," he said. Industry was productive and well equipped in recent years it had demonstrated a greatly improved supply response to rising living standards and rising demand at home.

The Chancellor acknowledged that there were risks facing the economy. The main threat was inflation: "the

Ambulance union in more talks

THE BREAKAWAY Association of Professional Ambulance Personnel held its second day of talks with management negotiators yesterday with little sign of an end to the 12-week long ambulance pay dispute, writes Flora Thompson.

The suspension, which prevents 12,000 unit holders dealing in their investments until February 5, is the first of a unit trust group and follows a self-imposed one-month suspension by the Duménil management and trustees announced early last month.

Duménil Unit Trust Management is owned by the Banque Duménil Leblé, an ambitious Paris-based financial services group which also owns a stake in London merchant bank Lefford Joseph and which is itself owned by Mr Carlo De Benedetti's Ceras.

The action relates to errors in the pricing of Duménil's units, resulting from chaotic administration at the London-based group. The fact that all 11 unit trusts, accounting for £23m, have been suspended suggests that the errors are widespread.

APAP claims to represent 4,900 of the 22,500 ambulance staff, but the unions maintain the true figure is under 3,000.

CHAOS IN the back office of Duménil, the unit trust management group, has led to dealing in its 11 unit trusts being suspended by UK financial market regulators.

The suspension, which prevents 12,000 unit holders dealing in their investments until February 5, is the first of a unit trust group and follows a self-imposed one-month suspension by the Duménil management and trustees announced early last month.

Yesterdays suspension, which prevents 12,000 unit holders dealing in their investments until February 5, is the first of a unit trust group and follows a self-imposed one-month suspension by the Duménil management and trustees announced early last month.

Explaining the reason for the further two months' suspension, Mr Herrick said: "We have not unscrambled the scramble." The Duménil management was presented with an interim report on the muddle in a saga which dates back to the beginning of the year, when Imro first paid a routine compliance visit to Duménil. This visit is said by Imro to have led ultimately to the suspensions, although this is disputed by Duménil, which said the errors "came to light through our own internal checks."

Imro's intervention is believed to have led to management changes at the group.

Among the biggest changes was an increase in the proportion of those owning their homes, which went from 49 per cent in 1971 to 64 per cent last year.

Most of the increase is attributable to a rise in those who have mortgages, from 27 per cent of the households to 40 per cent over the same period.

Between 1987 and 1988, the proportion of local authority tenants who had considered buying their own homes increased from 21 per cent to 27 per cent, showing the continuing popularity of the policy of selling council houses introduced under the Conservative Government of Mrs Margaret Thatcher.

The survey also confirms the growing participation of married women in the labour market as employers address the prospect of skills shortages

arising from fall-off in the number of school leavers.

In contrast to the fluctuating pattern for unmarried women the economic activity rate of married women increased steadily from 50 per cent in 1971 to 60 per cent in 1988.

Last year, 60 per cent of women with dependent children and 77 per cent of those without dependent children were economically active, compared with 49 per cent and 71 per cent respectively in 1971.

The greatest change was among women whose youngest dependent child was under four years old.

According to the OPCS, most of the increase in the proportion of women working was due to the increase in part-time working.

The survey found that 28 per cent of women aged 16-59 were working part-time in 1988, compared with 23 per cent in 1973.

Other durables which remain popular but where the increase has been less marked during the period covered by the survey were telephones (55 per cent), washing machines (34 per cent), deep freezes (77 per cent) and central heating (76 per cent).

By contrast, a relatively small number of people owned dishwashers (10 per cent). The proportion of households with a home computer remained unchanged at 18 per cent.

Despite wide publicity given to the possibilities of technology-based home working, the statistics suggest that most people still worked in offices or factories.

The General Household Survey has monitored the availability of consumer durables since 1972, adding and subtracting certain items from its list from time to time.

Vacuum cleaners were dropped from the list after 1982 and refrigerators after 1985, when both items were in 95 per cent of households.

The proportion of families with dependent children headed by a lone father has

remained at 1 cent to 2 per cent since 1971.

Other statistics pointing to a weakening in traditional family life include a substantial increase in the proportion of unmarried women aged 18-49 co-habiting with a partner, which more than doubled from 3 per cent in 1971 to 8 per cent in 1988.

As in previous years, divorced women were more likely than other women to be co-habiting - 28 per cent compared with 20 per cent of single women. 16 per cent of separated women and 5 per cent of widows.

The survey found that women aged 20-24 were more likely to be co-habiting than women in other age-groups.

Among men, the peak age

was 25-29.

According to the GHS, the average size of households with children under 16 has

decreased since the survey first began, from 4.3 persons in 1971

to 3.9 persons in 1988.

UK NEWS

In Brief

Shell delays restart of North Sea production

The restart of oil production at two Shell-operated platforms in the North Sea, which together produced 140,000 barrels a day before being shut down in May, had been delayed until mid-February said Shell.

Mr Major said that there had been a "culture change" in industry. The British workforce was now far better motivated and more productive than before. Greater worker involvement in industry had contributed to a "real erosion of the spirit and the morale of the industry which for so long bedevilled British industry," he said.

This year would see a record increase in new small businesses. Investment was holding up well. Self employment was growing strongly, especially in Scotland and the north of England.

Mr Major said the relative prosperity of regions outside the South East showed that high interest rates were doing their job of combatting inflation "without the full brew of unpleasant side effects that were predicted."

The joint venture company, to be known as Lucas SEI Wiring Systems, will be based on the existing Lucas wiring systems factory at Ystradgynlais, South Wales, which makes wiring systems for the new Rover 200 series and the Honda Concerto.

Sumitomo, which manufactures wiring systems for the European automotive industry from a plant in Newcastle under Lyme in the Midlands, will remain a

Lucas to hive off wiring business to Sumitomo venture

By Richard Tomkins, Midlands Correspondent

LUCAS INDUSTRIES, the systems for vehicles produced jointly by Honda and Rover. The wiring harnesses produced at Ystradgynlais use Sumitomo technology.

Sumitomo and Lucas also have a joint venture company making braking systems in the US, called Lucas Sumitomo Brakes, and Sumitomo licenses Lucas' braking technology in Japan.

Lucas believes the formation of the wiring systems venture with Sumitomo will improve its chances of winning further business not only in Honda/Honda projects, but with other Japanese car manufacturers setting up in the UK. Toyota and Nissan are already Sumitomo customers in Japan.

The joint venture is also intended to reduce the likelihood that Sumitomo or other Japanese manufacturers might consider setting up their own wiring harness operations in competition with Lucas on greenfield sites in the UK.

Lucas is already associated with Sumitomo because the two companies collaborated on the design of the wiring

Shops on foundry site

Triplex Lloyd, the foundries and engineering group, has won planning permission for a £25m redevelopment of the West Midlands site where Europe's biggest steel foundry once stood. The 64-acre development, in Darlaston, will comprise shops, offices and housing.

The joint venture company, to be known as Lucas SEI Wiring Systems, will be based on the existing Lucas wiring systems factory at Ystradgynlais, South Wales, which makes wiring systems for the new Rover 200 series and the Honda Concerto.

Sumitomo Wiring Systems, a Sumitomo subsidiary, is buying a 30 per cent stake in the operation for an undisclosed sum - believed to be several million pounds - with Lucas retaining the other 70 per cent.

Lucas is already associated with Sumitomo because the two companies collaborated on the design of the wiring

Gateway banks 'will be left with unsold loans'

By Stephen Fidler, Euromarkets Correspondent

BANKS underwriting £1.35bn in loans that financed the leveraged buy-out of the Gateway supermarket group will be left with a large unsold portion of the financing, the loan's arranger, S.G. Warburg, the merchant bank, indicated yesterday.

While the syndication had taken longer than expected, Warburg officials consider that, given the climate, it might have gone much worse. They had argued that as a food retailer, the business of Gateway should be well insulated from falls in spending caused by high interest rates.

Most LBOs which have hit problems in the UK have been retailers of large consumer goods items. Lovemore Queen, swan, carpet and furniture retailer, last week said it was discussing a refinancing with bank lenders only a few months after an earlier refinancing had been agreed.

**CITY
University
BUSINESS SCHOOL**

DEMONSTRATE YOUR PROFESSIONAL COMMITMENT TO THE SECURITIES INDUSTRY

We offer practical intensive courses for the City drawing upon the expertise of market professionals and Business School faculty. All courses include comprehensive manuals and are held within easy reach of the City.

Registered Representatives and Traders

This course provides an excellent introduction to the workings of the UK securities market and also fulfils ISAs registration requirement. It forms a foundation from which to progress to the more specialised Securities Diploma courses.

The next course starts on 23 January, for two evenings a week over 10 weeks at a cost of £250.

Securities Industry Diploma

Each diploma course provides a detailed approach to specialised areas of the securities market. The following are offered from the week of 22nd January, over 20 sessions at a cost of £2400 each, and fully prepare those candidates wishing to take the July examination.

Home Study Pack

Alternatively, if you wish to study at your own pace, our home study packs are available for Registered Representatives and Traders (C100) and the Securities Industry Diploma (C100). These include full manuals and revision materials.

Please note that you do not have to be employed by a member firm, or have any previous experience/qualifications, to sit these courses.

For full details and an application form, please contact Sandra Nagle, at the Securities Industry Programme on 01-620 0111, ext. 2230.

CANDID '89

Creative arts & new developments in design

</

UK NEWS

ERM entry advocated by parliament committee

By Peter Norman, Economics Correspondent

A HOUSE of Lords committee yesterday added its voice to those urging a speedy entry for sterling into the exchange rate mechanism of the European Monetary System.

The Lords European Committee said sterling should become a full member of the EMS before July 1990, "the report said.

The committee concluded that it was imperative for Britain to play an active economic and political role in implementing stage one of the Delors committee's proposals for economic and monetary union.

Stage one envisages completion of the EC's single market programme, liberalising capital movements, a stronger EC competition policy, strengthened co-ordination of economic and monetary policies and the inclusion of all EC currencies in the exchange rate mechanism (ERM) on equal terms.

"The need for the United

Kingdom to convince its Community partners of its European credentials is more important than ever. This can only be achieved by joining the ERM soon, and the committee suggests before July 1990," the report said.

The committee said that early entry, ahead of the formal start of stage one next July, would enable the UK "to play its proper part" shaping the future of the Community. By appearing reluctant to participate fully, Britain "can only jeopardise its chances of having a continuing and significant influence on the form of the Community's economic and monetary union."

The report argued that a common currency for the Community "would bring enormous economic gains" but said there should be proper safeguards for democratic accountability.

It warned against the Com-

House price inflation lowest for seven years

By Andrew Taylor

HOUSE PRICE inflation last month slowed to its lowest since 1982 as prices kept falling in many areas, the Halifax Building Society, said yesterday.

The society, Britain's biggest, said: "House prices are now depressed throughout the country with prices continuing to fall in the South and Midlands. Even in much of the North of England and Scotland house prices are now hardly moving."

It said none of these conditions presented a serious obstacle to Britain's joining soon.

The Delors Committee Report, House of Lords Select Committee on the European Communities. Session 1989-90, 2nd Report. HMSO, £13.90 (report and evidence); £5.10 (report only).

community being "rushed into an unsatisfactory form of economic and monetary union as a result of short-term pressures." A satisfactory form of union could best be assured by waiting until the single market was operational and for proof that stage one was a success.

The report noted that the Government had made full membership of the ERM conditional on a fall in UK inflation, the successful accommodation by existing ERM members of the free movement of capital and substantial completion of the single market in financial services.

It said none of these conditions presented a serious obstacle to Britain's joining soon.

The Delors Committee Report, House of Lords Select Committee on the European Communities. Session 1989-90, 2nd Report. HMSO, £13.90 (report and evidence); £5.10 (report only).

Decorations camouflage divisions

Ralph Atkins reports on the impotence of Belfast's City Council

BELFAST City Council is preparing harder than ever for Christmas.

Northern Ireland's leading local authority put the first Christmas tree outside its impressive Victorian City Hall in Donegall Square in mid-November. A programme of festivities is underway.

But the season of goodwill to all men is still far away, for this is local democracy Northern Ireland-style.

Four years after Mrs Margaret Thatcher and Dr Garret Fitzgerald, then Irish Prime Minister, signed the Anglo-Irish Agreement, politicians on all sides are still looking for ways of devolving administration – none more so than Mr Peter Brooke, Northern Ireland Secretary appointed five months ago.

In Belfast, there is no sign of change to a bizarre and paradoxical 15-year-old system, whereby the locally-elected politicians are given next to no responsibilities but – despite their impotence – squabble viciously among themselves.

The council's enthusiasm for Christmas is understandable. It has little else to do. In theory responsibilities are numerous – but few substantial. They roll down, the joke goes, to "bogs and burials".

Apart from controlling parks, refuse collection, street cleaning and community services, the council has a consultative role in town planning. But education, housing and transport are out of bounds.

That might be acceptable if there was a higher locally-elected authority with greater responsibility. But there isn't. Everything else falls to Mr Brooke and his team of five ministers, all appointed by Mrs Thatcher.

Belfast also illustrates the insurmountable problem of bringing the two sides of a divided community together. Unionist leaders, still incensed

"It is the declared policy of the United Kingdom Government that responsibility in respect of certain matters within the powers of the Secretary of State for Northern Ireland should be devolved within Northern Ireland on a basis which would secure widespread acceptance throughout the community."

Article 4(b) Anglo-Irish Agreement, November 1985

by the Anglo-Irish agreement, refuse to meet Government ministers.

Even if business is about refuse collection, council meetings sometimes end in uproar – and occasionally physical violence – as unionists refuse to co-operate in the business of government with councillors of Sinn Fein, political wing of the IRA.

Councillor Reginald Empsey, Unionist Lord Mayor of Belfast, says: "It is not only frustrating, it is preposterous." He resents the enormous power of civil servants in Government departments in the province. "We are professional beggars," he said.

He gives an example: "If you have two paving slabs about 33,000 advertising spots on television and 9,000 advertisements in printed media.

The report praises the COI for achieving "significant economies" in rates paid to advertising agencies. But it suffers a scarcity of skilled staff because it cannot compete with salaries paid in the private sector.

By employing "appropriately qualified and remunerated" staff the COI could improve both capacity and skills. "Any savings achievable would almost certainly outweigh the additional costs involved – an extra one percentage point reduction achieved on standard commission rates would yield annual savings of at least £750,000."

Privatisation campaigns are planned by special project teams within the sponsoring government department. As well as lacking knowledge they are quickly disbanded after the launch so lessons learnt cannot be applied more widely.

The NAO recommends: "Departments responsible for privatisations should draw more fully on the technical expertise of the COI and involve it more closely from the policy and planning stages onwards."

The report says all departments prepared campaign strategies but quality varied widely.

The Department of Social Security's campaign to promote take-up of Family Credit is singled-out for particular criticism. The first stage in Spring 1988 cost £1.6m and made extensive use of television but failed to get its message across.

chamber I would say 'hello' to other councillors," says Mr McGuigan. "Now most of them don't even acknowledge you. The only thing you get from them is shouts of abuse."

The unionists' reaction is easily explained. Mr Nigel Dodds, DUP councillor and former Lord Mayor, calls Sinn Fein "apologists for murderers."

The Lord Mayor says: "We are supposed to sit and work with those sort of people, knowing they are killing our constituents. I defy anybody on the mainland to think that is fair and proper."

Within a year of Sinn Fein arriving en masse with the signing of the Anglo-Irish agreement, intent on providing a framework for dialogue. In Belfast at least, unionists remain stubbornly opposed, resentful of how they were not consulted and horrified at the role given in the province's affairs to the Irish Republic.

"Since the Anglo-Irish agreement was signed we don't regard ministers in Northern Ireland as having the same status as they had pre-1985," says the Lord Mayor. "We don't regard them as being purely British Government ministers, full stop. They have taken on a new identity now."

There is no shortage of people looking for a way out. The DUP and Ulster Unionists are in agreement that Sinn Fein should be banned.

The Lord Mayor himself has a scheme. In September he called together representatives from all district councils in the province to seek a combined response to Government proposals on compulsory competitive tendering (CCT) for local authority contracts.

It is a policy he believes, by delegating more responsibilities to private contractors, will reduce still further the power of Belfast City Council.

Retrovir tumour finding

By David March

WELLCOME, the drugs company, said yesterday its Retrovir anti-AIDS drug caused tumours when given to rodents in high doses. The findings may affect the company's plans to gain approval for distribution of the product to people who have the AIDS virus yet who have not developed symptoms.

The company said it did not expect the findings to affect significantly doctors' use of Retrovir, which had sales last year of £134m. It said the tumours arose after mice and rats were given Retrovir for up to three years at doses up to 10 times higher than the recommended human level.

Drugs industry analysis reacted calmly, on the ground that several other drugs in use by humans had produced tumours in animals when given over long periods.

In contrast, the Government's AIDS information publicity was welcomed as "an extremely well-planned and well-managed campaign." An advertising campaign for the 1992 project successfully achieved its target that 90 per cent of business should be aware of the European single market's imminence.

Nearly £200m was spent by government departments and other public sector bodies on publicity in 1988-89, making it among the biggest buyers of advertising in the UK. More than half was on media advertising. A further £1.6m was spent on publicity for Britain's privatisation.

Some 75 per cent of spending on publicity services for government departments is channelled through the COI, the government's "information

agency which was set up in 1946. Each year it buys about 33,000 advertising spots on television and 9,000 advertisements in printed media.

The report praises the COI for achieving "significant economies" in rates paid to advertising agencies. But it suffers a scarcity of skilled staff because it cannot compete with salaries paid in the private sector.

Failure to take full advantage of media specialists at the Central Office of Information has led to poor planning and wasteful buying. Penalties are incurred through late booking.

The report said that much official publicity work was effective, but identifies areas where improvements could save money. It criticises, in particular, the campaign last year to promote the social security benefit Family Credit.

Mr Robin Gilbert, an analyst at James Capel, the London stockbroker, said: "The announcement may place doubt over plans to gain government approval to sell Retrovir to the 10m-20m people worldwide who have the HIV virus, but have not developed signs of full-blown AIDS."

Glico, Britain's biggest drugs company, has dropped from its research and development programme an ulcer product that was once heralded as a possible successor to Zantac, the company's large-selling ulcer formulation.

The announcement was received calmly by analysts. The product, called sulfadiazine, had earlier this year been downgraded in importance by Glico and was not expected to produce high sales.

Sell-off advertising 'poorly planned'

By Ralph Atkins

INEFFICIENT planning and buying of media space for government privatisations was identified yesterday by the National Audit Office (NAO), the public spending watchdog.

Government teams running privatisation campaigns often have little experience of large-scale advertising projects, its report on Government publicity says.

Failure to take full advantage of media specialists at the Central Office of Information had led to poor planning and wasteful buying. Penalties are incurred through late booking.

The report said that much official publicity work was effective, but identifies areas where improvements could save money. It criticises, in particular, the campaign last year to promote the social security benefit Family Credit.

Mr Robin Gilbert, an analyst at James Capel, the London stockbroker, said: "The announcement may place doubt over plans to gain government approval to sell Retrovir to the 10m-20m people worldwide who have the HIV virus, but have not developed signs of full-blown AIDS."

Glico, Britain's biggest drugs company, has dropped from its research and development programme an ulcer product that was once heralded as a possible successor to Zantac, the company's large-selling ulcer formulation.

The announcement was received calmly by analysts. The product, called sulfadiazine, had earlier this year been downgraded in importance by Glico and was not expected to produce high sales.

MULTIPLY YOUR SAVINGS TAX FREE, IN EUROPE.

UNIQUE HENDERSON EUROPEAN PEP

Now with Henderson you can spread your PEP investment into Europe too.

- * investment in Henderson European unit trusts, plus
- * UK companies with high percentage profit from European activities
- * investment management with a proven track record

You can invest in the European PEP from a minimum lump sum of £2,000, but to be eligible for the special maximum investment opportunity of £7,800 you must act now.

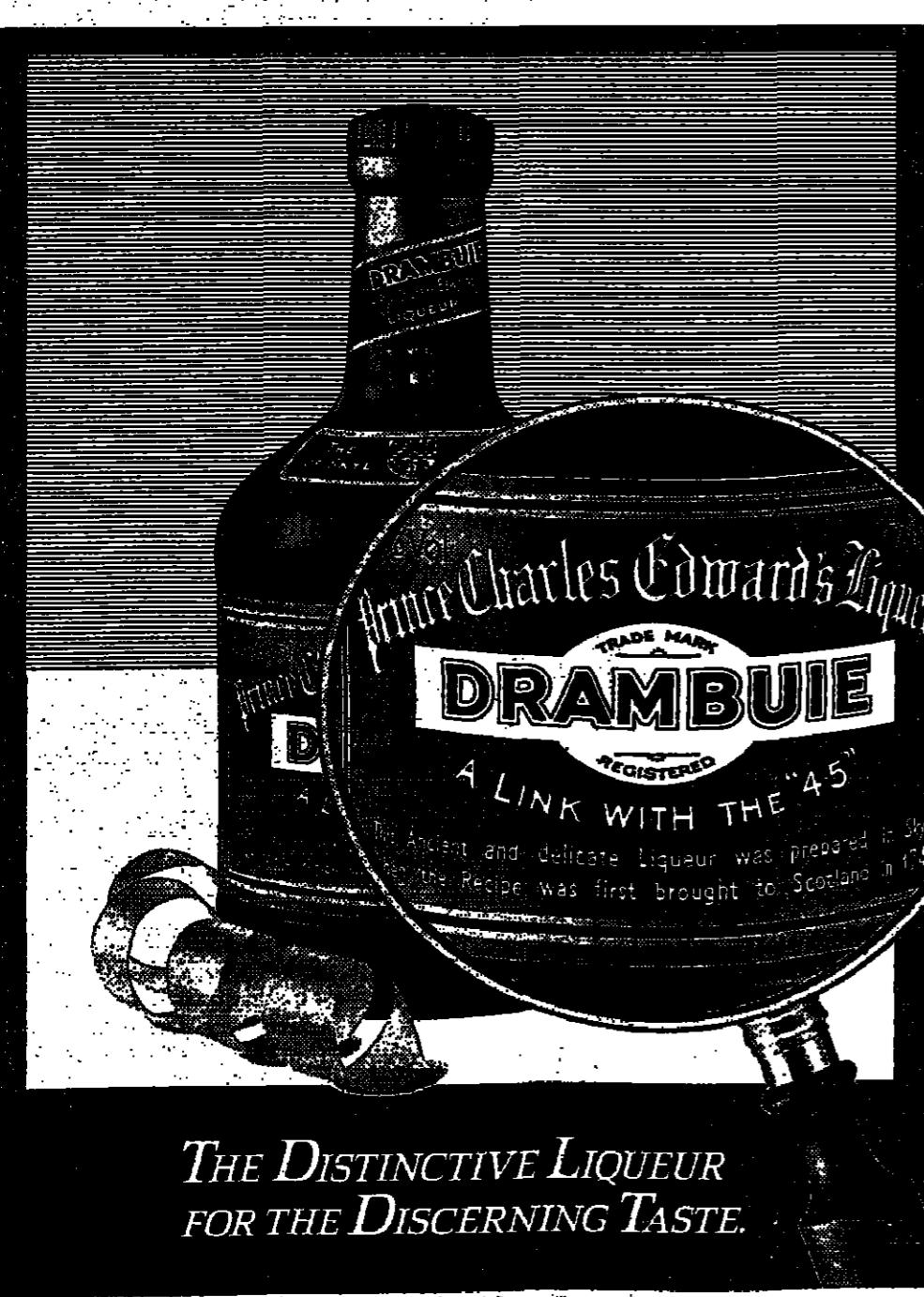
UP TO £7,800 IF YOU ACT NOW

Investing in a PEP before 22nd December, 1989 means a special one-off opportunity to do two PEPs instead of one – totalling £7,800 individually or £15,600 for a married couple.

- * profits are tax free
- * dividend income is tax free
- * you have instant access to your tax free investment

For details of the Henderson European PEP please complete and return the coupon, or ring us today (between 10 am and 5 pm) on 01-826 4538.

Please remember that the value of investments can go down as well as up and that you may not get back the amount you invest. Also that the levels and bases of taxation may change.



THE DISTINCTIVE LIQUEUR
FOR THE DISCERNING TASTE.



To: Investor Services Department, Henderson Financial Management Limited.

FREEPOST, London EC2B 2SX.

Please send me information on the Henderson European PEP.
(No-one will call on you.)

Name _____

Postcode _____

Address _____

PT/89

My Financial Adviser is _____

HENDERSON
THE INVESTMENT MANAGERS

Henderson Financial Management Limited – Member of IMRO.

GLOBAL FIXED INCOME MANAGEMENT

LEADING US BANK

The London office of a major global investment management operation seeks an international fixed income manager to join a small team specialising in managing US Dollar and International Fixed Income portfolios for a world-wide institutional client base. Discretionary funds under management total \$2bn.

Candidates should be aged 25-35 with ideally at least 3 years experience in fixed income management. Individuals with a strong economics background and other work experience will also be considered.

The successful applicant will have strong analytical and writing skills and will be expected to play a full role in the development of investment strategy. He/she will have both economic research and portfolio management responsibilities and will also be involved in client presentations.

A fully competitive package including a company car, subsidised mortgage and non-contributory pension scheme will be offered to the right candidate.

REUBEN BARNES COLE
Interested candidates should send a full CV including current salary details and daytime telephone number to: Clive Cole, RBC Advertising, 25 Duke Street, London W1M 5DA. (all enquiries will be forwarded to our client)

Contracts Manager legal/commercial negotiator

This Scottish subsidiary of a successful and expanding international engineering group manufacturing high value capital equipment for world markets seeks a Contracts Manager well versed in international contracts procedures. Duties will include the preparation, drafting and negotiation of commercial undertakings with additional involvement in project finance and sales at home and abroad. The appointed candidate, probably a graduate, must have relevant legal/commercial experience. Salary negotiable c. £27,500 plus normal benefits and relocation costs. Please write, in confidence, with full career details to A. W. B. Thomson, Selection Thomson Ltd., 85-87 Jermyn Street, London SW1Y 6JD or 14 Sandyford Place, Glasgow G3 7NB or telephone 041-248 3666.

Selection Thomson
London and Glasgow

UNDERWRITING Realise your potential!

Chubb/Federal is one of the top 20 general insurance companies in the USA with a \$3 billion turnover and offices throughout the world—not least of which is our City of London branch.

Here, as elsewhere, we have three strengths.

Firstly we focus our business on larger operations with sophisticated insurance needs such as Banks and Financial Institutions, Hi-Tec and Electronics firms and multi nationals and others who recognise a value added approach to insurance.

Secondly our Underwriters are not desk bound, they visit clients and bring marketing and negotiating skills to bear on the development of new business.

And finally, we're recognised and respected as a training company. To you, the young Underwriter with 3 to 5 years' experience, a high standard of education and more potential than opportunity, this all adds up to one thing—a new challenge.

Given an analytical mind, strong inter-personal skills and immaculate personal presentation, we could train you to realise that potential.

Based at our City HQ it would initially be a mobile role where success leads to increased responsibility and status.

Salary will start at up to £24K, plus a fully competitive benefit programme.

Begin creating your new future now by writing, enclosing a full CV, to Carol Weisenbacher.

CHUBB/FEDERAL INSURANCE COMPANY

106 Fenchurch Street, LONDON, EC3M 5JB. TEL: 01-488 1333

MINING EQUITY SALES

A leading broker in international mining shares seeks an experienced salesperson to develop business with French institutions.

Candidates should have a thorough knowledge of mining and a proven track record in institutional sales. Fluency in French would be an added advantage.

The successful candidate will join an established mining team in London and share directly in profits generated.

Write Box A1413 Financial Times,
One Southwark Bridge, LONDON SE1 9HL

NEW TOP EXECUTIVE JOBS

IS YOUR CAREER ON TARGET?

Since 1980 we have provided a complete support service for individuals seeking new general management or financial appointments.

Appointments for a confidential meeting which is without charge.

If you require further information, enquire about our Executive Search Service.

Connacht Mainland

33 Stane Row, London NW1 2AA. Tel: 01-734 2779 Fax: 01-724 2228

22 Suffolk Street, Birmingham B1 1LS. 021-643 2324

Appointments advertising appears every Monday, Wednesday and Thursday

Group Secretary

to £35,000 + car + options

Profitable and expanding independent service-based pic with £80m turnover seeks Company Secretary. This full-time role has been created to cope with the compliance and development needs rising from organic growth and acquisitions. It will cover all aspects of secretarial and related practice, reporting to the Managing Director. Candidates, aged say 40 to 55 will be ACIS or legally qualified, with experience of modern secretarial practice in a public company and good knowledge of the yellow book. A communicative, reliable, authoritative professional manager of high intelligence is sought, with the potential to grow with the group.

For fuller details write in confidence to John Courtis at JC&R 104 Marylebone Lane, London W1M 5FU, demonstrating your relevance clearly and quoting 7222/FT.

**John
Courtis
& Partners**
Search and Selection

Private Client Stockbroking in the Regions

We are not advertising for people with established businesses nor for new clients although we would not dismiss such approaches out of hand. And we are not looking to expand just for expansion's sake.

We are, however, looking for people of quality.

At BWD Rensburg we aim to provide private investors with a highly personal service based on trust and given by well-trained and knowledgeable staff. Because we are not tied to any financial conglomerate we can offer objective and totally independent advice. We believe that our reputation depends on the quality of the staff.

We have seven offices in four regions, the North West (Liverpool), Yorkshire (Bradford, Huddersfield, Leeds and Sheffield), Northern Ireland (Belfast) and Scotland (Glasgow) and wish to strengthen established teams in each of these regions.

Applicants should be able to demonstrate a strong and confident personality, and ability to communicate and to make a positive contribution to our happy and successful operation.

Please apply in writing, enclosing your CV, to N.C. Williams, BWD Rensburg Ltd., Silksheath Court, Titeharrow Street, Liverpool L2 2NH.

THE LONDON BRANCH OF AN INTERNATIONAL BANK
SEEKS APPLICANTS FOR THE POSITION OF:

FUTURES TRADER

The successful candidate will have at least 3 years trading experience in all Financial Future Contracts. Knowledge of FRAs and IRS will be an advantage.

The position will suit self motivators who are willing to work in a small but highly professional Trading Room.

Negotiable salary + Bonus + usual banking benefits.

CVs to be sent to: Box A1414 Financial Times,
One Southwark Bridge, LONDON SE1 9HL
All CVs will be acknowledged.

INSTITUTIONAL INVESTOR

The London office of Institutional Investor is seeking a professional person experienced in the financial sector to take over responsibility for a major sales territory. Selling advertising space to top financial institutions and corporations in Italy, Benelux, the Middle East and part of the UK. This opportunity offers a unique challenge to a hard-working, self-motivated person.

You should be educated to degree level, have commercial experience and be comfortable dealing at a senior level. Languages useful.

Please write with CV to: Clarissa Daubly
Institutional Investor
56 Kingsway
London WC2B 6DX

We invite applications for the post of

DIRECTOR OF MARKETING (OPERATION BASE - SINGAPORE/MANILA)

- To cell membership of RCI affiliate resort in Philippines in the Far East
- Only persons with experience in time-share marketing need to apply
- Full package of remuneration includes salary and profit sharing will be offered.

Applicants are invited to write in confidence with a detailed resume, contact telephone number and enclosing a recent photograph to:

CTW GROUP
110 Middle Road Unit 07-10
Chiat Hong Buildings, Singapore 0718
Tel: 3398388, Fax: 38682 VULMAR, Fax: 3396755

INTERNATIONAL APPOINTMENTS

THE BANK FOR INTERNATIONAL SETTLEMENTS

an international institution

in Basle, Switzerland,

invites applications from

BUDGET ANALYSTS

to fill a position in its General Secretariat.

The position will involve work regarding the elaboration of budget procedures, the preparation of the annual budget and the ongoing control of expenditure. Candidates should be approximately 30 years of age, have good academic records and several years' working experience in the area concerned. They must be able to draft clearly in English. A working knowledge of French and/or German would be desirable.

Good salary, first-class pension and welfare schemes plus other ancillary benefits.

Please write, enclosing curriculum vitae, copies of testimonials and recent photograph, to the

Personnel Manager,
Bank for International Settlements,
4002 Basle, Switzerland.

*Are you
thinking of
retiring
overseas?*

Financial Times Books
RETIRING ABROAD
3rd Edition

If so, by reading *Retiring Abroad* you will benefit from practical advice on:

- adjusting to retirement
- organising pre-retirement savings and investment
- planning for secure, flexible and tax efficient investment on retirement
- purchasing a property abroad
- overseas removals
- UK income tax, capital gains tax and inheritance tax
- how to arrange for your pension to be paid overseas

Retiring Abroad also details the retirement advantages and disadvantages of specific countries, including important background information on residence conditions, property, health and social security, and local taxation (including UK reciprocity), all checked with the appropriate embassy.

Not only is *Retiring Abroad* crammed with useful information, but by listing contacts and addresses of organisations able to give you expert advice, it allows you to follow specific points up in more detail.

Published November 1989. Written and edited by Anne Cowan and Karen McCall.

ORDER FORM Please return to:
(Mail order address only) The Marketing Dept.,
FT Business Information, 7th Floor, 50-54 Broadway,
London SW1H 0DB. Tel: 01-793 2002. Telex: 927282.

Please note payment must accompany order. Prices include postage and packing.

Please send me

Order No.	Title	QTY	UK Price	Overseas Price
4463	Retiring Abroad		£14.95	\$37.50
0083				US\$29

Enclose my cheque value £/US\$

made payable to FT Business Information.

I wish to pay by credit card (mark choice):

Visa Access Amex Card Expiry Date

Card No.

I wish to order 5 or more copies.

Please send me details of bulk order discounts or telephone:

Mr/Mrs/Miss

Title

Organisation

Address

Postcode

Country

Signature

Date

Please allow 28 days for delivery. Refunds are given on books returned in perfect condition and within 7 days of receipt.

Registered office: Number One, Southwark Bridge, London SE1 9HL.

Registered in England No. 950593.

555

© 1989 FT Books

PRICE WATERHOUSE
and the FINANCIAL TIMES CONFERENCE ORGANISATION
present

CAPITAL MARKETS WORKSHOP

21-23 MARCH, 16-18 MAY
& 4-6 JULY 1990

The risks involved in trading often complex instruments in the capital markets need to be identified, measured and managed. In these workshops a team of Price Waterhouse and banking industry experts examines the risks and explains how they can be managed successfully. Speakers will be drawn from Price Waterhouse's Capital Markets Group and a panel including:

Jonathan Britton Price Waterhouse Swiss Bank Corporation London	Anthony Wilson Managing Director Deutsche Bank Limited
Steve Cooper Director Treasury & Capital Markets Trading Division Hambros Bank Limited	Andy Salter Vice President, Global Risk Management Bankers Trust International Ltd
Jeffrey Evans Managing Director Westpac Banking Corporation	Richard Kirby Senior Managing Director, Capital Markets Chaterhouse Bank Limited
Bob Fuller Director, Capital Markets Chaterhouse Bank Limited	Richard Hines Assistant Treasurer & Group Project Manager Prudential Corporation plc

Price Waterhouse

FT FINANCIAL TIMES
CONFERENCE ORGANISATION

To: Financial Times Conference Organisation, 126 Jermyn Street, London SW1Y 4LU Tel: 01-793 2323 Telex: 27347 FTCONF G Fax: 01-793 2126

Please send me further details on the Capital Markets Workshop

NAME

POSITION

COMPANY

ADDRESS

POSTCODE

COUNTRY

TEL:

TELEX:

FAX:

TYPE OF BUSINESS

FT LAW REPORTS

DeLorean judgment is set aside

DSQ PROPERTY CO LTD v.

LOTUS CARS LTD

Chancery Division: Mr Justice

Peter Gibson Nov 24 1989

CONSPIRACY proceedings

served abroad on a foreign

defendant as party to proceedings

served in the UK will be

set aside for lack of jurisdiction

if obtained by defective

means in that the necessary

ingredients of conspiracy were

not pleaded against the UK

defendants and no other legal

result was specified on the

claim.

Mr Justice Peter Gibson so

held when setting aside leave

granted to DSQ Property Co

Ltd to serve proceedings out of

the jurisdiction on Mr John

DeLorean as fourth defendant

in his action and all subsequent

orders against him including

judgments. The first, second

and third defendants were

Lotus Cars Ltd, Mrs Hazel

Chapman as personal repre-

sentative of deceased Lotus Chi-

pman, Mr Colin Chapman and

Lotus director, Mr Frederick

Bushell.

HIS LORDSHIP said that on

January 28 1986 DSQ began

conspiracy proceedings against

Lotus, Mrs Chapman and Mr

Frederick Bushell. It pleaded

that the conspirators were

Lotus, Mr Chapman, Mr Bush-

ell and Mr John DeLorean.

Mr DeLorean was a US resi-

dent. He was not joined as

party to the action until July

21 1987, when Mr Justice Hoff-

mann, on DSQ's ex parte appli-

cation, ordered that he be

added as fourth defendant and

that leave be given to serve

him out of the jurisdiction.

Damages were claimed against

him for conspiracy, deceit and

breach of fiduciary duty.

Judgment in default of

acknowledgement of service

was entered against him on

October 12 1987. He was

ordered to pay \$51m including

interest.

Mr DeLorean took no part in

the UK proceedings until 1988,

after DSQ sought to enforce

judgment in the US and he had

failed to have the enforcement

proceedings dismissed.

On July 10 1989 Mr DeLorean

issued the present summons to

set aside leave to serve out of

the jurisdiction, service, and

all subsequent orders.

The primary attack on leave

was that it was granted in

excess of jurisdiction.

Order 11 rule 10(c) of the

Rules of Supreme Court pro-

vided that there was jurisdiction if

the claim in respect against a

person duly served within the jurisdiction and a person out of the jurisdiction is a proper party thereto.

DSQ's case was that its claim was brought against Lotus, Mrs Chapman and Mr Bushell, who were "duly served," and that Mr DeLorean was "a proper party" to that claim.

By Order 11 rule 4(2) leave was not to be granted unless the case was a proper one for service out of the jurisdiction. The plaintiff must show he had a good arguable claim and that if given leave he would have a good chance of succeeding.

Leave was granted to serve out of the jurisdiction on the basis that DSQ had a good arguable case against the first three defendants in conspiracy and that Mr DeLorean, as fellow conspirator, was party to that claim.

In *Metall Lord and Rothstoff* [1989] 3 WLR 565 the Court of Appeal held that the essential element of the conspiracy sole or predominant purpose was to injure the plaintiff's interests.

Mr Stamler for DSQ accepted that the conspiracy claim was bad, because there was no plea of sole or predominant purpose.

He submitted, however, that the pleadings enabled DSQ to sustain a good arguable case against the first three defendants in constructive trust (see *Vanderbilt's Trusts* [No 2] [1974] Ch 262, 277).In *Metall Lord* Justice Stade said that for an Order 11 application, if the plaintiff specifically stated the legal result in his pleading, he was limited to what he had pleaded, and that "to permit him to take a different course would be to encourage circumvention of the Order 11 procedure."

Where there were procedural rules on applications for relief, the court would ordinarily require the applicant to follow those rules laid down by those rules, even if it could grant the relief sought under its inherent jurisdiction.

Order 13 rule 8 applied where an applicant wished to dispute jurisdiction in proceedings to which it had been made party by irregularity in the writ or service, or in the order giving leave to serve, or on any other ground. Mr DeLorean was such an applicant.

Accordingly, by rule 8(1) he must give notice of intention to defend and, within the time limited for service of defense, apply to the court for relief.

Mr DeLorean had not given notice of intention to defend. As judgment had been obtained against him he

close constructive trust, either in the form of a purpose trust which required pleading of payment and receipt of trust monies for a particular purpose, or as arising from a stranger's knowing assistance with the trustee's fraudulent design which required particularisation of the defendant's knowledge of dishonesty (see *Belmont Finance* [1979] Ch 250).

Accordingly, on that ground alone the court's leave to give such notice (Order 12 rule 6(1)). The time limited for service of defence started to run once notice was given.

Rule 6(1) gave the court a discretion as to whether to give leave. Failure to bring the case within Order 11 was serious, going as it did to jurisdiction. But for the question of delay, leave would be given under rule 6(1).

Mr Stamler submitted Mr

DeLorean ought not to be given leave because, having been served on August 20 1987, he deliberately stood by and allowed nearly two years to elapse before issuing the summons. He said DSQ had suffered prejudice in wasted costs and in the risk of dissipation of assets.

It was still open to DSQ to commence proceedings or amend its existing pleading in the US, and to seek Mareva type relief there if there was real risk of dissipation.

There had been no submission to the jurisdiction, and particularly in the light of the timeliness of the defect, Mr DeLorean's late application was not so abusive of process as to disqualify him from obtaining leave to challenge the jurisdiction.

A penalty of \$21m was far too large to pay for the delay when the applicant was a foreigner, when enforcement proceedings against him only began in January 1988 in his own country where he had assets, and when his challenge to those proceedings was not dismissed until May 1988.

Where a plaintiff could not show that he brought his case within Order 11, it would be wrong to impose a term for reimbursement which, if not complied with, would leave in force a judgment given without jurisdiction.

Mr DeLorean was given leave unconditionally under rule 6(1) to give notice to defend, in view of the absence of jurisdiction the court must, under rule 6(1), set aside leave to serve out of the jurisdiction. It followed that all subsequent orders made against Mr DeLorean would fall away.

For Mr DeLorean Michael Bur-

ton QC and Stephen Smith

(Wright Webb Syrett)

For DSQ: Sam Stamler QC and

Mark Templeman (DJ Freeman & Co)

needed the court's leave to give such notice (Order 12 rule 6(1)). The time limited for service of defence started to run once notice was given.

Rule 6(1) gave the court a discretion as to whether to give leave. Failure to bring the case within Order 11 was serious, going as it did to jurisdiction. But for the question of delay, leave would be given under rule 6(1).

Mr Stamler submitted Mr

DeLorean ought not to be given leave because, having been served on August 20 1987, he deliberately stood by and allowed nearly two years to elapse before issuing the summons. He said DSQ had suffered prejudice in wasted costs and in the risk of dissipation of assets.

It was still open to DSQ to commence proceedings or amend its existing pleading in the US, and to seek Mareva type relief there if there was real risk of dissipation.

There had been no submission to the jurisdiction, and particularly in the light of the timeliness of the defect, Mr DeLorean's late application was not so abusive of process as to disqualify him from obtaining leave to challenge the jurisdiction.

A penalty of \$21m was far too large to pay for the delay when the applicant was a foreigner, when enforcement proceedings against him only began in January 1988 in his own country where he had assets, and when his challenge to those proceedings was not dismissed until May 1988.

Where a plaintiff could not show that he brought his case within Order 11, it would be wrong to impose a term for reimbursement which, if not complied with, would leave in force a judgment given without jurisdiction.

Mr DeLorean was given leave unconditionally under rule 6(1) to give notice to defend, in view of the absence of jurisdiction the court must, under rule 6(1), set aside leave to serve out of the jurisdiction. It followed that all subsequent orders made against Mr DeLorean would fall away.

Accordingly, by rule 8(1) he must give notice of intention to defend and, within the time limited for service of defense, apply to the court for relief.

Mr DeLorean had not given notice of intention to defend. As judgment had been obtained against him he

RICHMOND

Compagnie Financière Richemont AG

Interim report for the six months ended September 30, 1989

The Board of Directors of Compagnie Financière Richemont AG is pleased to report the unaudited results of the group for the six months ended September 30, 1989.

These results reflect continuing progress, with profit before tax up by 34.1% and attributable net profit up by 38.3% over the same results for the comparable period last year.

Expressed in \$ Millions	Six Months Ended Sept. 30 1989	Six Months Ended Sept. 30 1988	Year Ended March 31 1989
--------------------------	--------------------------------	--------------------------------	--------------------------

Profit before taxation

95.1 70.9 161.3

Attributable net profit

64.6 46.7 109.8

Earnings per unit

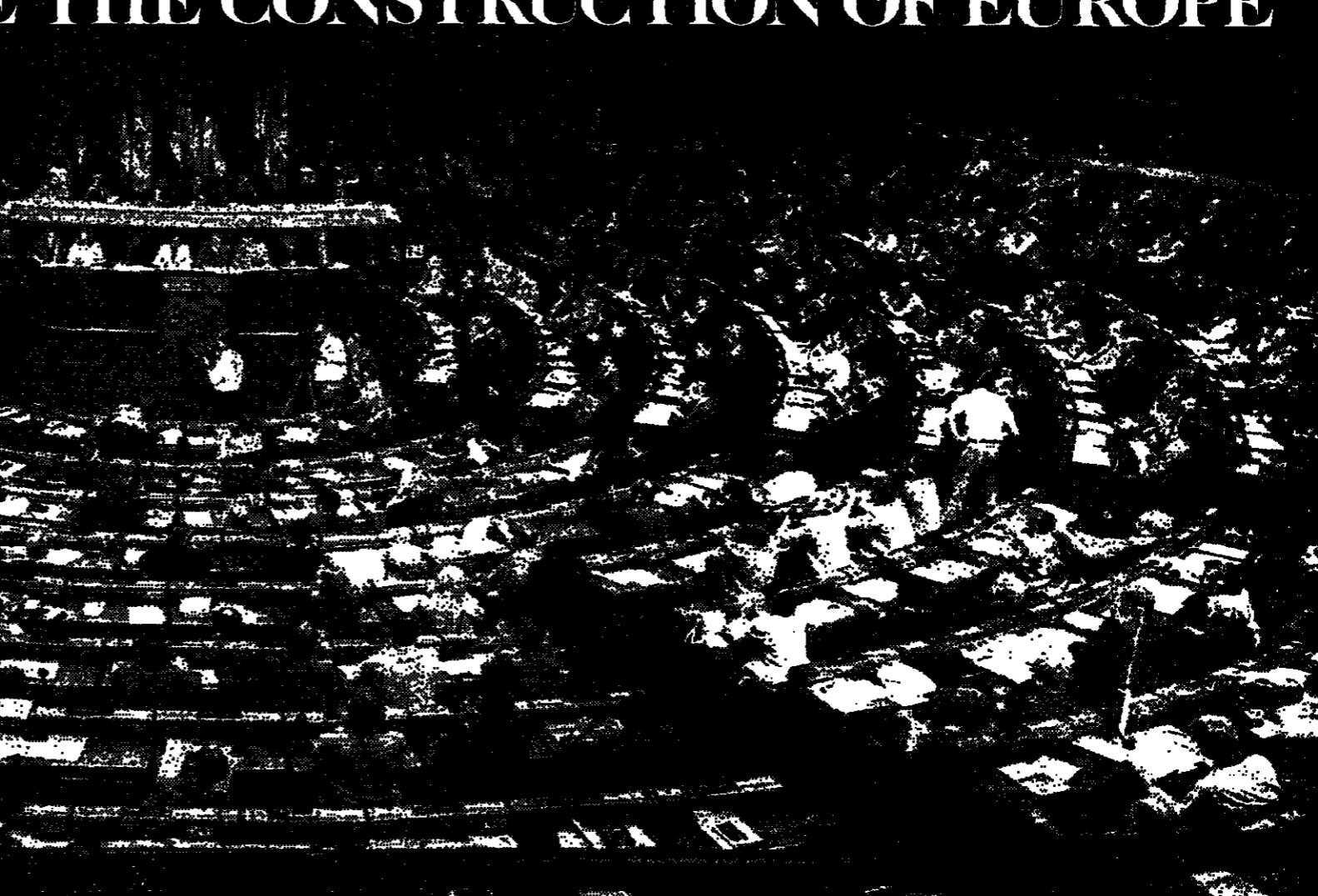
\$ 112.50 \$ 81.30 \$ 185.40

Since March 31, 1989 the principal events relating to Richemont have been:

1. The acquisition of further luxury goods interests, in particular the acquisition in June of 6.1% of Groupe Yves Saint Laurent SCA for a sum of approximately \$21 million and in September of A. Sulka & Company Ltd.
2. The sale in July of the group's interest in Fosforera Espanola SA for a sum of approximately \$20 million.
3. The announcement on November 9, 1989 by Rothmans Tobacco (Holdings) Limited, a wholly owned subsidiary of Richemont, of an offer to acquire the whole of the issued "B" ordinary share capital of Rothmans International plc that it does not already own. Neither this offer nor its outcome affect the results to September 30, 1989.

Nikolaus Senn
ChairmanJohann Rupert
Managing DirectorCompagnie Financière Richemont AG
Weinbergstrasse 5
6300 Zug, Switzerland

November 23, 1989

HISTORY RUSHES ON
WE MUST ACCELERATE THE CONSTRUCTION OF EUROPE

Our objective is to build a European Union. Solidarity and Unity are more than ever necessary in a rapidly changing world. In the East, Communism is collapsing. The European Community is the hope and inspiration of all. The free Internal Market of 1992 will not be just a free trade zone; its achievement will bring employment and prosperity.

The economic union must be strengthened by adopting a common currency and guaranteeing the same social rights to all. Without a comprehensive environmental policy our children will not have a safe and secure future. In Strasbourg on 8 and 9 December the government leaders of our Community must take important decisions. The European Parliament, re-elected last

June, will defend the interests of 320 million Europeans. The Group of the European People's Party (Christian Democrats), with 121 Members from the 12 Member States, will be present at Strasbourg to ensure that the cause of European Unity is advanced.



The Group of the European People's Party in the European Parliament unites Europe's Christian Democrats

Solidarity and effectiveness

MANAGEMENT

European engineering companies

Home territories must be defended now

Nick Garnett reports on the aftermath of expansionist strategies

Is there some way of making a thumb-nail sketch of the company structure within Europe's heavy and medium manufacturing industries?

A useful, if not wholly convincing stab at this has been made by Outram Cullinan, a London-based management strategy consultancy, one of whose specialist subjects is European engineering.

In a booklet on European engineering, OC&C has also added some conclusions about survival strategy in western Europe in the context of the integrated market of 1992.

OC&C, in which Coopers and Lybrand has a minority stake, divides the broadly defined European engineering sector into four types of company (see right).

The first group is made up of seven or so nationally based medium-sized companies, mainly West German and French and principally in vehicle production, aerospace and telecoms. These companies have concentrated engineering and product development as well as manufacturing in their own nations. They have also tended to reinforce this by acquisitions (Mercedes-Benz's purchase of AEG and Dornier, Fiat's of Alfa Romeo).

A number of Pan-European companies, mainly from the US and Scandinavia, with a few others from elsewhere in northern Europe, make up another grouping. These companies manage a dispersed manufacturing and engineering network on a European basis or at least aiming to

do so following recent mergers.

Then there are about 25 nationally-based, medium-sized businesses. Small in European terms, they are often large in their specialist business sectors, particularly in home markets.

The final tier is a disparate collection of about 1,500 companies with sales of \$50m to almost \$3bn, many very specialist and varying from being competitive to having questionable survival prospects.

"The priority is to install both offensive and defensive actions as a normal way of life in the corporations," says the report. This should be done not only through an acquisition/new development team but with another team whose role is to prepare for the day when a predator emerges and to audit existing mechanisms for defending its employer.

Some of the nationally-based companies might object to their description. For example, the Continental European assets of GKN, at £379m, are larger than the British company's assets in the UK. Equally, some manufacturers which have relatively small sales in engineering, but are pan-European in nature, do not appear in the table; Linde, the West German fork-lift maker which has plants in the UK and France, is an example.

Aside from that, some so-called national giants look as if they might be breaking out from their borders. Siemens has bought half of Plessey in the UK and is now looking increasingly restless in power engineering. Fiat is discussing a possible merger of

its divisions with the car-making business of Sweden's Saab-Scania.

The principle point of the OC&C paper is that companies' survival strategies in the past year or two have been overwhelmingly based on an offensive stance rather than on defending home territory. They now need to take defence of their existing markets just as seriously as attacking the position of their competitors.

"The priority is to install both offensive and defensive actions as a normal way of life in the corporations," says the report. This should be done not only through an acquisition/new development team but with another team whose role is to prepare for the day when a predator emerges and to audit existing mechanisms for defending its employer.

Many of the classic points about mounting offensive moves through mergers, acquisitions or alliances are incorporated in the paper. These include taking a realistic view of the challenge to be faced: Peugeot's attack on the UK market from within Britain has taken ten years to bear fruit since its purchase of Chrysler's operations in 1979. They also include identifying a competitor's Achilles heel and trying to find ways of exploiting that.

Ian Godden, an OC&C analyst and former BP engineer,

says that many of the barriers to takeovers in different countries will remain. It is virtually impossible to acquire a company in Italy that is deemed to

be of strategic importance to that economy. The shareholder and management structure in West Germany also militates against takeovers. "In the UK, though, shareholders would sell their rights for a quick buck," he argues.

The criteria for a defensive strategy are different from those associated with an offensive one, OC&C says. "It is the avoidance of a superiority complex, the identification of your own Achilles heel and the careful monitoring of competitors' moves."

All this, it says, hinges on four priorities. These include responding to competitors that are "cherry picking" profitable customers or segments, monitoring competitors' product designs and marketing approaches, and introducing strategic investment appraisal.

This latter point involves understanding the economics of manufacturing, forecasting process and product technology changes and reviewing the

European Engineering Sector			
Company	Home country	Sales (\$USbn)	Primary Activities
"National Giants"			
Daimler-Benz	W. Germany	41.5	Vehicles, Elecs, Aircraft
Fiat	Italy	33.9	Vehicles
Siemens	W. Germany	33.5	Elects, Elec Eng
Volkswagen	W. Germany	33.4	Vehicles
Renault	France	26.7	Vehicles
Peugeot	France	22.9	Vehicles
CGE	France	21.1	Telecoms, Elec Eng
IRI (eng divs)	Italy	na	Heavy & Medium Eng
"Pan Europeans"			
Philips	Netherlands	28.5	Electronics
IBM	US	21.6	Computers, Office Prods
Ford Europe	US	19.6	Vehicles
ABB	Sweden/Swz	17.8	Elec Gen & Trans Equip
GM Europe	US	17.2	Vehicles
Electrolux	Sweden	12.1	Consumer Electronics
GEC Alsthom/CGE	Anglo/French	na	Heavy Eng
"Nationally Based Medium Sized"			
Bosch	W. Germany	16.1	Auto Electronics
Volvo	Sweden	15.8	Vehicles
BMW	W. Germany	12.4	Consumer, Defence Elecs
Thomson	France	10.5	Elects, Elec Eng
GEC	UK	10.2	Aerospace, Vehicles
Brit Aerospace	UK	8.2	Vehicles, Engines
MAN	W. Germany	6.9	Vehicles, Aircraft
Saab Scania	Sweden	6.5	Computers, Office Prods
Alcatel	France	5.3	Aerospace
Nissan	Japan	5.1	Telecoms, Electronics
Ericsson	Sweden	4.3	Computers, Electronics
STC	UK	3.8	Aerospace
MBB	W. Germany	3.6	Engines, Machinery
Suzler Bros	Switzerland	3.6	Aircraft Engines
GKN	UK	3.6	Engineering Components
Rolls-Royce	UK	3.5	Aircraft Engines
Neft	Sweden	3.5	Heavy Machinery
SKF	Sweden	3.4	Mechanical & Elec Eng
Hawker Siddeley	UK	3.4	Engineering Components
Lucas	UK	3.2	Electronics
Matra	France	3.1	Aerospace
Dassault	France	2.8	Computers, Office Prods
Nordorf	W. Germany	2.9	Aircraft Engines
SNECMA	France	2.9	Weapons, Machinery
Carlton Burrough	Switzerland	2.8	Weapons, Machinery
"Small Nationals"			
1,500 companies: with turnover		\$30m to \$2.6bn	
Turnover figures for IBM, Ford and General Motors are for Europe only. CGE and GEC are			
totally divided up because of their local ventures			

be of strategic importance to that economy. The shareholder and management structure in West Germany also militates against takeovers.

"In the UK, though, shareholders would sell their rights for a quick buck," he argues.

The criteria for a defensive strategy are different from those associated with an offensive one, OC&C says. "It is the avoidance of a superiority complex, the identification of your own Achilles heel and the careful monitoring of competitors' moves."

All this, it says, hinges on four priorities. These include responding to competitors that are "cherry picking" profitable customers or segments, monitoring competitors' product designs and marketing approaches, and introducing strategic investment appraisal.

This latter point involves understanding the economics of manufacturing, forecasting process and product technology changes and reviewing the

East Europe market opens up

Political changes in eastern Europe are already encouraging companies in capitalist societies to look at opportunities there. Asea Brown Boveri is negotiating to purchase part of the Polish power engineering industry. Two Japanese car makers, Suzuki and Delahaut, have expressed some interest in building car plants in eastern Europe, as has Volkswagen. General Electric of the US is buying a majority stake in Tungsram, the Hungarian lighting equipment maker.

Engineering companies in West Germany are easily the best placed to develop business ven-

tures in eastern Europe. OC&C believes Italian companies.

However, Ian Godden says British companies face a dilemma. Most tend to be weak in West Germany and in eastern Europe, with a few notable exceptions. "A lot of British companies have only reached the Netherlands so far."

Some British companies will be successful in eastern Europe if markets open up but he believes many British companies could recoil from the prospect and, instead, further entrench themselves in North America by making more acquisitions there.

company's competitive position in manufacturing.

The fourth priority, says OC&C, should be the communication of a company's competitive strength to its challengers and confusing them via inconsistent pricing and marketing signals.

This latter "dirty tricks" manoeuvre is obviously not going to be suitable for many types of company but OC&C gives one example. A US plastics producer, on hearing that a European producer was about to invest in this growing business, started radically readjusting prices for different grades. The challenger was thereby lured into investing in a process plant biased towards certain grades of plastic for which its competitor had recently introduced "artificial" price increases. After the competitor had invested, the defender then lowered its prices to their former level to the detriment of the challenger's profit forecasts.

All this, it says, hinges on four priorities. These include responding to competitors that are "cherry picking" profitable customers or segments, monitoring competitors' product designs and marketing approaches, and introducing strategic investment appraisal.

This latter point involves understanding the economics of manufacturing, forecasting process and product technology changes and reviewing the

Cultural differences

The social divide and internationalisation

By Michael Dixon

Consider this: "Now tell

me about your family background. It doesn't make any difference, of course. But it is important."

Martin Higham, former recruitment manager of Brown-Forman, once overheard this as one of his competitors interviewed a student during the university "milk round".

These words became one of Higham's "favourite quotations". His object was to lampoon the snobbery that continues to influence the selection of people for better rewarded types of career. He was convinced that such stiffness is utterly outdated in this high-technology age.

Most native English-speakers, at least, no doubt share his view. They would agree that, in modern society, people's status should depend on what they do, not on "who they are" as determined mainly by the social circumstances into which they chance to be born.

In holding that belief, however, they are at odds with the great majority of people in the world.

The evidence lies in research

on cultural differences between nations by Fons Trompenaars and David Wheately, who, having previously worked respectively as a professor at Wharton business school in the US and a manager with Shell, are now based at the Employment Conditions Abroad consultancy in London.

Over the past few years they have persuaded more than 10,000 people of two dozen nationalities to complete questionnaires probing into their cultural attitudes. The questions typically consist of a statement - such as "Managers should themselves be able to answer any question their subordinates ask about the work" - followed by an invitation to those filling in the form to state the extent to which they agree with it.

Since people's views diverge

even though they share a similar background, in every country a few hold the attitude at one extreme and a few the complete opposite, with the bulk

somewhere in the middle.

So in each case the graph of replies shows a bell-shaped curve swelling up between the two extremes. What the researchers take as their broad measure of a nation's culture is the point at which the curve hits its peak, expressed as a percentage.

The results show many marked differences, not least between East and West. For example, on the issue of whether managers should be able to answer subordinates' questions, the positives are led by the Japanese, with 77 per cent typically answering yes, and the Indonesians with 67.

The negatives are headed by the Americans and Swedes, with 13 per cent apiece. The British are in between, with 30.

But there is no such clear-cut division on the issue of what is the proper determinant of social and business status. As may be seen from the table, the three leading supporters of the "what you do" criterion are all English-speaking: Australia, the US and the UK. Even in those countries, however, the proportion of people holding that view is in no case much more than half.

In the other 21 nations the

majorities believe the criterion should be "who you are" - and the strength of their belief seems quite independent of whether they are Eastern, South American or European.

The apparent reverence for birth and upbringing in

France, particularly, chimes somewhat oddly with the sentiments of the Declaration of the Rights of Man and of the Citizen" promulgated by the National Assembly at the time of the Revolution two centuries ago. It begins: "Men are born, and always continue, free and equal in respect of their rights. Civil distinctions, therefore, can be founded only on public utility."

But who may be surprised by France's position in the table, my checks show that it does not surprise the French.

Wheately says that the variations in belief on such a basic point indicate the difficulties organisations face if they are to internationalise themselves in line with the trend towards global markets. For however firmly an Australian, US or UK based company directorate

may believe that promotion to the top ought to be based on employees' practical achievements in their work, that will not be seen as a proper basis for promotion by the staff of their subsidiaries in most other lands.

The best policy, as far as I can see, is to take a lesson from the Japanese," he adds. Their approach, wherever in the world their business takes them, is to find out how society functions in that particular place, and adapt themselves to it. They might not have been the first nation to say "When in Rome, do as the Romans do," but they certainly seem the best at acting on it.

Percentages of different nations believing that "what you do" matters more than "who you are"

Nation	%	Nation	%
Australia	60	Singapore	32
US	58	Greece	29
UK	51	Hong Kong	29
Sweden	48	India	28
Italy	44	Venezuela	28
W. Germany	40	Japan	27
Pakistan	40	China	26
Thailand	40	Belgium	25
Philippines	37	Austria	19
Portugal	36	Spain	18
Netherlands	35	France	17

You can either talk big.



Or think big.

In just ten years, Tulip Computers have become one of Europe's largest manufacturers of microcomputers. Our phenomenal growth has been achieved by being just a little bit more innovative than our competition.

NOT LONG AFTER W. G. GRACE WAS OPENING IN MELBOURNE, AUSTRALIAN MUTUAL PROVIDENT WAS OPENING IN LONDON.



When the great Doctor Grace led Lord Sheffield's XI out at Melbourne in 1892, Australian Mutual Provident was already the largest life insurance office on its home ground, and just 16 years later would open its first London branch.

AMP is now one of the world's leading life offices, with assets in excess of £16bn. Investments are broadly spread over shares, government and fixed-interest securities, property, energy and natural resources. AMP's substantial funds also allow us to seize growth opportunities whenever and wherever they occur.

In the coming years, we mean to continue our profitable growth, domestically, in the UK, and in new overseas markets, to give our policy-holders the security that only financial strength can provide.

A promising future, for an institution that's 140 not out this year.

The AMP Group means to go on leading and breaking new ground for decades to come.

AMP
GROUP
A Member of LAUTRO

"Where do I check in?" "Does my camera have to be X-rayed?" "Can I order a special meal?"

"I've left my ticket in the taxi." "I've just noticed my passport's out of date." "I can't find my boarding card."

"Which gate is my flight?" "I need an aspirin." "What star sign is the pilot?"

"My luggage has gone through and I need something from it." "Kann ich am J.E.K. Flughafen direkt zum Flug nach Chicago umsteigen?" "I need to send a fax."

"My car's outside on double yellow lines." "Where's the Ambassador Lounge?" "Is there a wheelchair somewhere?"

"I think that's my plane taking off." "Do I need a Visa?" "Is there a lift?"

"My canary's escaped." "Can I take these as hand-luggage?" "Do I have to be X-rayed?"

"Can I get a coffee around here?" "Can I change to a later flight?" "Which way now?"

"I can't do my zip up." "What do I do now?" "My seat's supposed to be reserved."

"Can I get into New York by helicopter?" "I have to phone my wife." "Will they wait for me?"

"What time do we get there?" "Is there a phone anywhere?" "Can I change my money here?"

"Just how wide are the seats?" "What's going on?"

"Do they have nappies on board?" "Anybody got a pen?" "How many bags am I allowed?"

"Where do I get a newspaper?" "What time is it?" "What's the code for Dayton, Ohio?"

"Do they sell Russian vodka in duty free?" "Is New York ahead or behind?" "Is it too late to order a kosher meal?"

"Where's the Ladies?" "Can I hire a car there, from here?" "What's the code for Dayton, Ohio?"

"Where's the Gents?" "Is it sunny in Los Angeles?" "What's the code for Dayton, Ohio?"

"Where have all the trolleys gone?" "Will my hair dryer work in Minnesota?" "What's the code for Dayton, Ohio?"

"Is the Pink Poodle Club on 48th Street or 49th?" "I can't find a porter." "Is it too late to order a kosher meal?"

"Do we get to see where the pilot sits?" "My aunty's gone missing." "Can my son sit in the cockpit?"

"What happens if it's full?" "Will they have any dominoes on board?" "Is it too late to change my flight?"

"Where can I get an oil filter for a 1965 Hillman Imp in Chicago?" "Are there any seats in non-smoking?" "Is it too early for the bar?"

"Do they take traveller's cheques in duty free?" "What's for dinner in First?" "Will there be any film stars in First Class?"

"Where's the London desk?" "What film are they showing?" "Who won last night's ball game?"

"What do I do with this?" "Is there a nice restaurant in Toledo?" "I didn't hear that."

"Can I go through to the Departure Lounge now?" "How do I get into town from JFK?" "Is it are not my wife's ticket here to pick up. (Qué?)"

"Where is the Departure Lounge?" "My case is too heavy." "Help!"

"They've put the wrong name on my ticket." "How far is Philadelphia?"

"Can I get a bassinet for my baby?" "Is it on time?"

"I'm looking for some string." "Can I change this non-changeable ticket?"

"I'd rather sit at the back of the plane."

TWA give you someone to buttonhole.

We've been listening to some of the questions that get asked at the airport. (See above.)

And having listened, we've come up with an answer. In fact, a whole host of answers.

The TWA 'White Coats'.

A team of young men and women whose job it is to be on hand at our Heathrow and JFK terminals looking for problems.

Your problems. (See above.)

So now if you find yourself waiting for one of

our 6 daily flights to the USA, and your passport disappears, or your mother-in-law needs some elastic in a hurry, you know who to turn to.

The person in the white jacket. With the red carnation in the buttonhole.

TWA
For the best of America



TECHNOLOGY

Hugo Dixon describes BT's digital network that will send data, voice and graphics over the phone

A picture tells a thousand words

An advanced telecommunications system being launched by British Telecom next April could put an end to the costs of physical communication and the ineffectiveness of communicating with an ordinary phone. The new system, called Integrated Services Digital Network (ISDN), is the fulfilment of a long-cherished dream among engineers of being able to combine pictures, data and voice traffic over the public telephone network.

ISDN will enable executives to carry on a cost-free conference without leaving their office. They would be able to send documents, pictures and graphics over computers and talk to one another.

Deak-top conferencing is only one application of ISDN. The system will also allow people to send each other high-speed faxes, consult image data bases in remote locations and communicate via picture phones.

ISDN promises to revolutionise the way business is done. It could make a reality out of working from home because people would be able to operate almost as effectively as from the office. And it will bring

nearer the much-talked about ideal of the global village, as ISDN systems spread across the world.

ISDN is the next big step in telecommunications, bringing to the customer the benefits of the huge investment in digital or computerised telephone exchanges that has occurred in Britain and elsewhere during most of the 1980s.

Currently the vast majority of people are connected to their local exchanges by old-fashioned transmission technology. The new digital connections will retain the existing copper wires but, by adding special electronic black boxes at each end, they will allow a range of clever services to be offered.

One benefit of the new system is that calls will be connected more rapidly than before and, once the connection has been made, the sound will be clearer.

More importantly, ISDN combines three separate communications channels over a single copper wire. Two of these channels, the "B" channels, can carry information at seven times the speed that is possible over the current network. This is what makes possible services such as high-speed fax and the transfer

of pictures and documents, which take an inordinately long time to send under the present system.

The existence of two channels opens up the possibility of multi-media communications such as desk-top conferencing and picture phones, because one channel can be used to carry the picture while the other is devoted to the voice. Alternatively, the two channels can be set aside for voice conversations — one being used for outgoing calls and the other for incoming calls. The permutations are many.

The third channel — the "D" channel — is used for routing the calls to their destinations and providing a series of intelligent features. The most important is probably to identify the same number of any caller, a feature known as calling line identification.

This feature could be powerful in any telemarketing function if combined with a computerised customer data base. For example, ICL, a computer subsidiary, has a stockbroker received a call from a client, all the details of a client's share portfolio could flash up automatically on the computer screen.

BT has ordered equipment to cater for 50,000 ISDN lines from STC, the UK electronics group, and expects to use them up in the first 18 months after the system opens. Because only a proportion of its exchanges are digital, ISDN will not be available on a nationwide basis from day one, although 80 per cent of businesses should have access by the end of next year.

The costs for using ISDN will be the same as BT's normal call charges. However, there will be a premium — so far unspecified — for connecting and line rentals. On top of this, customers will either have to buy new terminals or pay for their existing terminals to be adapted to ISDN. For example, ICL, a computer subsidiary, is charging £2,000 for a package to convert an ordinary computer into a desk-top conference unit.

The effect of this changing structure is that ISDN is initially likely to appeal to the business rather than the residential user. At present, most



large businesses have sophisticated computer applications that they run on private networks connecting their main sites. The introduction of ISDN will mean that it is economical to extend these applications to smaller branch offices and to the company's customers and suppliers, says Howard Brown, who is responsible for marketing ISDN at BT.

Large construction projects, such as the Channel Tunnel or the development of Canary Wharf in London's Docklands, could benefit because architects, builders and financiers would be able to examine and discuss new designs over a telecommunications link. Similarly, there could be applications in education, with professors giving lectures to students in remote classrooms. And politicians may derive benefits from being able to discuss the text of a sensitive speech or manifesto via a telecommunications link.

More generally, ISDN will make scarce expertise more widely available, according to Dermot McCarthy, network marketing manager of ICL Financial Services. That expertise could either be a living expert or an expert system — a computerised simulation of an expert.

In the longer run, technological advances and economies of scale are likely to bring ISDN within the range of the ordinary consumer.

BT expects the price of an ISDN line — with its two "B" channels and one "D" channel — to have fallen below the price of two ordinary phone lines. ISDN would be the normal choice for a customer

At around the same time, picture phones will probably be available at a reasonable cost, though it remains to be seen whether people want to see moving pictures of each other when they make a call.

ISDN is an industrial control system supplied by other electrical companies such as GEC, Siemens and ABB. It is being sold by Reliance subsidiary DCS (Digital Control System) from Reliance Electric, the US-based electrical equipment company.

DCS and similar control

Reliance puts the machines in order

China's entry into the cheap end of international photographic film market and Kodak's attempt to hold on to its strong position at the top end of the market depend on sophisticated electronic control of the film production equipment.

Both the Shanghai General Photographic Film Factory and Kodak's UK plant in Harrow, west of London, are installing a digital Distributed Control System (DCS) from Reliance Electric, the US-based electrical equipment company.

DCS and similar control

systems supplied by other electrical companies such as GEC, Siemens and ABB go step beyond the programmable logic controller (PLC) which is commonplace in modern factories. DCS is an industrial computer that co-ordinates up to 50 machines working together in complex manufacturing processes.

It is particularly useful in processes which involve winding or unwinding long lengths of material such as plastic film, paper, textile or steel sheet. In these applications the speed of the production machinery must be co-ordinated so that the material remains at the correct tension. If one machine jams, for example, there will be an increase in tension and a risk of the material breaking further down the line, while the material will pile up in front of the blockage.

DCS works in "real time", controlling events as they happen. The running speed of machines under DCS control

can be adjusted automatically within a few thousandths of a second in response to unexpected problems.

A further advantage of DCS is that it makes the manufacturing process more flexible.

Switching the production line to make a small batch of a specialist high-value product may be uneconomical if the individual machines have to be reset manually by an operator working from notes scribbled on the back of a cigarette packet. The same operation might be profitable if all the equipment could be adjusted centrally by DCS.

Different manufacturing routines can be held on DCS's 80 kByte application memory or on a larger factory computer.

The central processor is a

Motorola 68000 and the system's internal communications

are based on the Intel Multibus. It can be programmed in any of three computer languages (Ladder Logic, Control Block and Enhanced Basic).

Reliance Electric is an old-established manufacturer of industrial motors and control

equipment, based in Cleveland, Ohio, with factories in nine countries including the UK (Telford, Shropshire). The company was part of the Exxon group from 1979 to 1986 when it gained independence through a leveraged buyout. Its net earnings last year were \$24m on sales of \$1.3bn.

DCS was developed during the mid-1980s in the US. One of the first applications was to control the movement of one of NASA's mobile service towers at Cape Canaveral; the 2,000-ton tower has to move away from the launch pad at 50 feet per second with the tower on each side-to-side, a slow DCS is now being sold by Reliance subsidiary to end-users such as Kodak and to "original equipment manufacturers" (OEMs) which incorporate DCS in their own production machinery. The price ranges from about £20,000 for a system controlling three machines to more than £1m for a network of 40.

Type of the largest OEMs in the UK are the Bronx Engineering company of Stourbridge (part of the Verson International group) and Salem Herr-Voss of Derby (a subsidiary of the US-based Salem corporation).

Bronx specialises in installing "colour coating" machinery which enables steel companies to sell pre-painted metal coils to domestic appliance manufacturers. Eleven of the 12 colour coating lines built by Bronx have Reliance control equipment; the customers include Tubisud in Italy, Decosteel in Belgium and Hoogovens in the Netherlands.

Salem Herr-Voss also makes equipment for the steel industry, concentrating on strip mills. Recent large projects with DCS include a stainless steel slitting line (which cuts down the width of steel strip) for Krupp Stahl of West Germany and a tension levelling line for British Steel.

Clive Cookson

Although British Telecom is now moving ahead with the implementation of Integrated Services Digital Network, it is France Telecom that is leading Europe in rolling out the new system, confounding picture, data and voice traffic on a single wire.

Its ISDN system, Numeris, began in Brittany in December 1987 and is accessible to 50 per cent of French businesses. By the end of next year it will be available nationwide.

The fast deployment of Numeris is the latest example of the pride with which the French take modernisation of their telecommunications infrastructure. It has also been helped by the fact that France was one of the first countries in the world to convert its old telephone exchanges to modern digital exchanges, which are a prerequisite for offering ISDN. By

1990, 75 per cent of local exchanges and 61 per cent of transit exchanges will be digital.

While ISDN is clearly technologically superior to the ordinary phone service, an international debate still rages over whether anyone really wants to use it. Its success seems to depend on two factors: whether it makes possible a range of genuinely useful applications; and whether the charges are reasonable compared with the ordinary phone service.

France Telecom does not yet have any definitive answers to either of these questions. But its strategy for implementing Numeris is designed to minimise the risk of failure.

The first stage, explains Jean-Pierre Tiquine, director of Numeris, is to promote the development of imaginative applications by forming partnerships with the private sector.

The average cost of developing each application is FF100,000-200,000, of which France Telecom would typically contribute about a third.

Each application would normally be developed for a particular company or industry. However, France Telecom publicises the benefits of each partnership with the aim of persuading other companies with similar needs to embrace ISDN.

So far, about 40 applications have been developed in this way and about 1,500 customers are connected to the network. Typical examples include a database containing pictures of houses for sale, which estate agents can show their clients over a computer screen; the use of slow-scan cameras to provide telesurveillance; and the transfer of X-rays and other medical images in emergency cases.

The first stage has concentrated on transmission of images and documents. But Tiquine expects Numeris to take off from next year when the second and third stages are reached.

The second stage will be as companies replace their private telephone exchanges. New computerised exchanges will be adapted to ISDN as a matter of course, says Tiquine, and companies will therefore have an incentive to connect to the Numeris service. Although this may cost them a little more than using the ordinary service, he thinks companies will be attracted by the ability to send information at much faster speeds, and by the intelligence and flexibility of Numeris.

The third stage, which Tiquine also thinks will begin in 1990, will be the use of ISDN to connect to computers. Although corporations will still use

private telecommunications networks to connect their main sites, smaller offices will get access to the main computer data bases via Numeris.

Initially, the price for using Numeris may deter widespread usage. France Telecom is charging FF1575 for installing a line and FF1300 as a monthly subscription. Voice calls cost the same as a normal call but if the system is used to carry data there is an 80 per cent premium.

On top of this, customers either have to buy new equipment or convert their existing equipment to work with Numeris. An interface for a personal computer costs a further FF1500 a month. Tiquine says these costs will fall rapidly once the service becomes established on a wider basis and economies of scale are built up. But that depends on enough people being attracted at today's prices.

TECHNOLOGY MARKET

TISSUE CULTURE MEDIA

Serum based supplement of consistent quality for animal cell culture media, as an alternative to foetal calf serum. Investors are sought for on-going project to develop novel products of consistent quality based on non-bovine donor sera.

Further details from:

Marketing Division
BioResearch Ireland,
EOLAS, Glasnevin,
Dublin 9, Ireland
Telephone: 01-370177
Fax: 01-370176

Hire a PC, for an Unbeatable £6.50 per day.
Whether you're an emergency, or simply want a risk-free trial, we give you instant access to the latest IBM, Compaq and Apple PCs.

Plus a level of back-up that has made CCA a major force in the business.
Based on a 13 week rate.

CCA Micro Rentals Ltd.
PUTTING MICRO'S IN THEIR PLACE.
For more information telephone: 0800 28 28 38
Apple and the Apple logo are trademarks of Apple Computer Inc.

ENERGY WITHOUT POLLUTION
That's what ocean waves are offering mankind today. Big ships moved in the open ocean just outside the coast will generate electricity for use ashore. Following passage of amazing method obtained.

Australian No. 531007
French No. 7908512
British No. 2022715
Norwegian No. 148461

Former known techniques may be applied. F.E.X. Automatic gearing for one-way movement of generators rotors. Also patent pending for new method of propelling ships in propellers with automatic positioning to the waves. Patents for sale or license.

These interested please Write Box 92326, Financial Times,
One Southwark Bridge, London SE1 9HL.

PAX TECHNOLOGY TRANSFER LTD.
Your International Connection
We have a large selection of quality industrial products and processes for license. Our customized worldwide search can also provide a fine range of license and joint venture opportunities to match your business development needs.

Contact John D. Emanuelli now.
112 Boundary Road, London NW8 0RH, England.
Tel: 01-328 8221. Fax: 01-328 9519

System House

The new monthly review of the financial performance of the UK computing services industry

Many of the top executives in the industry have subscribed to *System House* giving them a complete analysis of all the latest financial results, acquisitions and investments together with the latest share price movements and capitalisation monitor. Plus the latest news, rumour and comment that could seriously affect the wealth of anyone interested in one of the UK's largest and fastest growing industries.

For your complimentary copy, complete the coupon and send to:
Richard Holley Limited, 10 Great Amherst, FARNHAM, Surrey GU1 5UJ. Tel: 0252 724584

System House costs £20 per year.
Richard Holley Limited, 10 Great Amherst, FARNHAM, Surrey GU1 5UJ. Tel: 0252 724584

Do you have a Technology Marketing Strategy?

This country spends an immense amount of time reminding the world how inventive and creative it is but at the same time usually apologises "terribly sorry, we are not awfully good at marketing ourselves".

This amazing nonsense is usually voiced by those involved in the inventive process, or the engineering cycle of product development, who fail to ignore the market need and create in a vacuum!

Likewise, how many Marketing Directors in industry control the technology marketing process, including patenting and product licensing — that's somebody else's responsibility in another part of the company!

Marketing is not a science. It is the creative process identifying the market need, through to the implementation of product strategies to meet that market need. Nothing very clever in that, but our many engineers and scientists suffer the underhand for it.

For fifteen years Strategi has been advising a number of blue chip industrial companies on the promotional aspects of the technology marketing process. If you would like to know more, please contact Paul Caulley or Steven Dallond on 01-480 5652.

Strategi
Marketing ideas and solutions
Strategi International Ltd.
The World Trade Centre, St Katharine's Dock, London E1 9AA
Tel: 01-480 5652 Fax: 01-488 9643

Get £62 worth of essential business information free

FindTech, the specialist newsletters covering the impact of technology on your business.

For up-to-the-minute information on how new technology affects your industry... markets... investments... competitive performance, read FindTech — the fortnightly newsletters from the Financial Times Business Information service. Simply select the newsletter most pertinent to your business:

• Telecom Markets • Advanced Manufacturing

• Electronic Office • Mobile Communications

Get all four FindTech newsletters FREE

To help you choose, send now for the newsletter covering your interests. If you wish, ask for all four.

Normally, this complete set costs £62 a fortnight, but you can sample FindTech FREE of charge by calling Mark Brooks on...

0483 576144

FINTECH
50 Epsom Rd, Guilford, Surrey GU1 5LE

HAZARDOUS WASTE DISPOSAL

Land with planning approval and relevant licences for Waste Management and Treatment.

Interested parties please write Box F9426, Financial Times,

One Southwark Bridge, London SE1 9HL.

Responding to industry's needs and leading in

Materials for high performance
Biotechnology
Medical diagnostics and treatments
Manufacturing Engineering
through
Joint research
Consultancies
Research Park
Teaching companies



Whether your transmission needs are cable, microwave or space, only one corporation can solve them all.

Alcatel is the only corporation involved in all three areas of transmission. Cable, microwave and space.

Thanks to this total capability, Alcatel will always find a solution to meet the transmission needs of any customer.

Because when we respond to a client's requirements, we offer an entire service, not just individual products.

This is just one of the reasons why we have become such a

force in the transmission market.

Not only is Alcatel one of the main worldwide suppliers of cable and microwave transmission systems; we are also Europe's number one supplier of telecommunication satellites and earth stations.

All of which goes to prove that whatever your transmission needs, we're bound to have exactly the right system.

ALCATEL

TRANSMISSIONS

Transmission Product Group,
10, rue Latécoère, 78141 Vélizy Cedex, France.

ARTS

Mascagni's masquerade

TARRYTOWN, NY

Is there an opera composer whom our historically minded age has not got round to reviving? Mascagni's *Le maschere* has just had its American premiere, hard on the heels of his *Iris*, *Zanetto*, and *Lodovico* from the New Jersey Opera, and a concert performance of *Silvana* in the First Presbyterian Church of Englewood, New Jersey. *Le maschere* is the opera for which in 1901 seven simultaneous premières in leading Italian theatres were planned: those of Milan (with Caruso, Toscanini conducting), Rome, Naples, Venise, Turin, Genoa, and Verona. Six of them took place; the Naples performance was delayed for two days because the tenor Anselmi was ill.

The opera was a flop. Illica's libretto is a *commedia dell'arte* romp, ill-constructed, unfocused, and rather silly. There are many characters — nine principals — so everything tends to be shortcircuited. Mascagni's score ranges from Paisiello to Puccini and closes with a grandioso choral hymn: "O Italian masquerade that has given inspired, eternal art to all the world... you rise again, to destroy foreign, fatal deusions." But there are many attractive, delicately worked episodes along the way; they include a Bellini-like air for Colombia, and a *Falstaff* homage in the second finale.

The performance was given by the Westchester Opera, in the pleasing 1885 theatre of Tarrytown, on the Hudson just north of New York. The show was flawed by the unhappy decision of the producer, Franco Gratali, to play the young lovers, Rosaura and Florindo, not as the eternal young lovers of *commedia dell'arte* but as overblown Milanov and Pavarotti parodies. Adriana La Gnau gestured extravagantly in the grand manner, and clung Milanov-like to columns (her irritation when one of them would not support her was quite a good joke). Neil Breen stood bulkily and sang, addressing everybody straight out to the audience, with bland features; and, yes, he did pull out a white handkerchief in his serenade.

One hardly likes to mention *Le maschere* in a breath with *Cosi*, but it is a subtle, clever, and more various work than was here apparent. Emotion and larkiness, in quicksilver transition and even in combination, need to be balanced. In Tarrytown the love music was gayed — including the most striking number in the score.

Rosaura's last aria, *Lei intendo*, to feign an outburst but, in Illica's words, "is overcome by emotion and begins to weep in truth," reaching the climax "con gran passione." And Mascagni responds with music in his own most passionate vein.

The cast was composed mainly of young singers who sing Pinkerton, Escamillo, Aida, Gilda, etc. round the country for the smaller companies. Philip Tatton, the Brigadier, had a fresh tenor that flowed easily and naturally. Steven Larsen's conducting could have been lighter, and the orchestra sounded under rehearsed. Anthony Capra's decor, in shiny materials, was pariball Plaza. Still, one doesn't see *Le maschere* every day of the week — and it does have its niche in operatic history. Bravo, Tarrytown!

Andrew Porter

TELEVISION

Common sense brought into the House



Cameras in parliament: "doughnutting" seen to little effect

Remember the televising of the House of Commons? You know, that place full of green leather benches with a presenter in a full length wig and the world's biggest chat-show line up: Ken Livingstone, Norman Tebbit, Edwina Currie, all that lot. Having begun in a blaze of publicity a fortnight ago, the coverage of the House has declined to a level of almost unnoticeable routine exceptionally quickly, not so much in nine days as in nine hours. Of course, that is not to say that we have seen the last of the controversy. Politicians who object to television extending its public gallery into every home will no doubt campaign for the removal of the cameras as well.

But the speed with which the whole thing seems to have been accepted by the public as a normal part of the output — with highlights on the news programme, a summary of the previous day's business on BBC's news programme, Westminster Question Time on Westminster Live (also on BBC2), a round-up of the week's highlights on C4 on Sunday mornings in *A Week In Politics*, and, for those with dishes, continuous coverage for eight hours a day on *Astra Channel 9* — has been quite remarkable.

Several points have quickly become clear:

■ The uninterrupted satellite coverage is a worthy initiative, but, lacking even a single reporter giving a voice-over commentary, it needs captions to show who is speaking.

■ Just as the Canadians predicted, British MPs are "doughnutting" (forming a stodgy circle around the current speaker to give the impression of packed benches) but to little effect because we are seeing wide shots of the house often enough to make the artificiality of their antics quite clear: yards of empty benches with tight little groups huddled in front of the lens.

■ Some of the most informative material is going to emerge from the select committees, and television addicts may find that coverage of these is what really hooks them.

■ Broadcasters capable of giving a good running commentary on Parliamentary activities, supplying enough guidance but not inundating us with superfluous information, are going to be as rare as good sport commentators — who do a similar job.

■ The camera angles necessitated by the shape of the chamber, the rake of the benches, and the high positions of the cameras are not ideal; too often the picture shows a speaker flanked and backed by headless bodies which scratch, wriggle, and fiddle with spectacles in the most distracting way. Allowing the broadcasters to zoom in to a bigger closeup excluding those distractions, or to distance them by cutting to a wider mid-shot, would help greatly.

You get a better idea of the diversity of the UK from the Commons coverage than from the rest of television: Welsh, Scottish, Irish, Midlands, Northern, and other regional accents are heard much more often here than in the general run of programmes.

However, the question raised most frequently about the televising of the House is whether it will change Parliament, Parliamentary procedure, and even the politicians themselves. And the answer, which is pretty clear after as little as two weeks coverage, is yes, of course it will. But there is, surely, a more important question: given that television will cause changes is that a good or a bad thing?

Of the fact that the cameras will change things, there can be no doubt. They have already done so. Overnight, front benchers have abandoned their habit of putting their feet on the table, this is the prying electronic eye destroying ancient and glorious traditions? Or an example of public scrutiny cleaning up sloppy habits?

During *A Week In Politics*, Vincent Hanna (looking like the "after" picture in one of those slimming ads, and consequently almost unrecognisable) suggested to Sir Peter Emery, chairman of the Commons Procedure Committee, that it might be time for MPs to abandon some of their more baffling anachronisms, such as referring to questions solely by numbers, and to each other as "The Right Honourable and Learned Member for Manchester Darkside" or whatever.

To those who have been following the televising of the House this must have sounded a rather sensible suggestion since there were several examples in the opening few days of Members for getting the correct form of words and stammering or stopping entirely. Common sense suggests that they should be allowed to say "As Charlie Farnham pointed out a moment ago..."

Yet Sir Peter was most indignant. "It isn't for television to dictate to Parliament," he said. "It's often repetitive and tedious, but that's how democracy works." Parliament was not for the benefit of the television cameras. This surely is just the sort of pomposity that television may usefully begin to undermine.

Parliament is not there to perpetuate quaint traditions, nor even to serve some abstract ideal called "democracy." It is there to serve us, the electorate. Democracy is one of the means we use to achieve our ends, and television could well become an even more integral part of the democratic process, since an uninformed electorate can be highly dangerous. The idea that democracy is best served by politicians addressing one another in a secret code, as in some masonic ritual, is a most peculiar one.

It has become clear that — just as the politicians who were already favourites with the broadcasters will prove to be most effective in front of the Commons cameras. The best session last week was between Robin Cook and Kenneth Clarke, on the subject of the NHS. Both men are already well established broadcasters, but both are also acknowledged to have a good command of the chamber, so in this good command television is not bending or misrepresenting reality.

But suppose it was: imagine that

Christopher Dunkley

Sirry Ella Magnus

WIGMORE HALL

From being an award winner at Aldeburgh a few years ago, the Icelandic mezzo-soprano Sirry Ella Magnus has moved on to a varied career. Opera has had a place in it, especially at her home company, the National Theatre in Iceland, but masterclasses with Hinsch and Souzay have pointed her towards the song repertoire with music in the grand manner, and clung

to the shape of the chamber, the rake of the benches, and the high positions of the cameras are not ideal; too often the picture shows a speaker flanked and backed by headless bodies which scratch, wriggle, and fiddle with spectacles in the most distracting way. Allowing the broadcasters to zoom in to a bigger closeup excluding those distractions, or to distance them by cutting to a wider mid-shot, would help greatly.

Richard Fairman

All-Asian Tartuffe

The National Theatre is mounting a public production of Molière's *Tartuffe*, directed by Jatinda Verma in his own adaptation and with an all-Asian cast. Verma is the artistic director of Tara Arts.

Ode to St Cecilia

THE PLACE

A dust-sheeted room with billowing net curtains is the setting for Steve Shill's profoundly resonant exploration of cultural redundancy. It is to this room that his orchestra arrive, dappled in their concert best, for the St Cecilia's day concert that never happens. Their patron, it transpires through a series of exasperated telephone calls, is so in the thick of things that he has to go shooting instead.

Disheartened and forgotten, their behaviour deteriorates into the savage rituals of the dispossessed: a game of sexual violence between a man and a woman who have forgotten how to communicate; a lampshade is viciously bashed by a girl who finds momentary purpose in the effort to reach it with her scissors; a protesting inadequate is casually and ritualistically mugged by the other men in the room. After an hour (i.e. a night) locked into the petty brutalities of boredom, the players go out the way they arrived, taking with them the paintings from the walls.

Steve Shill worked with a group of performing arts students from Leicester Polytechnic to produce this disturbing piece — a *Lord of the Flies* for the 1980s — which comes to London via the National Student Drama Festival and Edinburgh, where it was singled out by

some hitherto unnoticed backbench MP turned out to be a television natural whose career was greatly boosted by his "performance" in front of the Commons cameras. Would that be such a heinous thing? The successful politicians in any age have always been those who best mastered the contemporary means of communication, whether the quill pen or the radio talk. Nobody ever suggested that Gladstone was somehow "cheating" or being un-parliamentary when he undertook the Midlothian campaign in 1872 — which, incidentally, was a deliberate attempt not only to exploit his powers of oratory but to address the entire nation via a rapidly expanding national press recently "de-regulated" with the abolition of the Stamp Tax.

The worst sin of all, we are told, is that instead of conveying the full complexity and gravitas of Parliamentary proceedings to the public, television will reduce the entire business to "sound bites," those punchy 10-second phases that can be slotted so easily into a short news bulletin. Again, it must be said that the first fortnight of coverage has proved that this does, indeed, happen. But, once more, we need to ask, is this necessarily such a Bad Thing?

Too often when television is criticised some ideal alternative is implied but not explained: "children watch too much television" (implying, if only they did not, they would be reading Arthur Ransome, when actually they would probably be defacing bus shelters); "television has killed the art of making your own entertainment" (implying, if it weren't for the box we would be round the piano singing in five-part harmony, when actually we would probably be fighting like cats and dogs).

The unspoken implication from those who attack television for reducing Parliament to sound bites is that, if it weren't for this cheapening process, bus drivers would be rushing home of an evening to devour Hansard. The point about the brief and pithy phrase from Neil Kinnock or Margaret Thatcher on the news is that it is better than nothing at all from inside the House. Furthermore, it is a reminder, for the interested minority who want it, that there will be much fuller coverage somewhere else on television.

Nobody argues that letting cameras into the Commons will suddenly produce a highly sophisticated electorate, all panting to watch five hour debates on foreign policy. The argument is that in this day and age it is absurd to exclude all the members of the public who could so easily attend via television if they wanted to. This fortnight has greatly strengthened the argument, and it is increasingly difficult to believe that the cameras will ever depart.

Christopher Dunkley

Barnaby and the Old Boys

VAUDEVILLE THEATRE

The cheer one feels rising in the gorge at the sight of a new play on a West End stage with a cast of ten characters is promptly stifled by the play itself. Keith Baxter's Christmas family gathering in South Wales, where they keep the homophonic fires burning, is melodramatic but inert, modern but old-fashioned, nasty but nice, shocking but stale.

Judging by Martin Royle's report on the première at Theatre Gwydy, Mold, two and a half years ago, the author, now playing the Bevanite Labour MP who has refused to trim on the disarmament issue, has usurped his own brother in the opening scene. This recounts Hywel Morgan's return to base from Seattle (it was Canada) in a pool of light under a soaring metallic grid representing the Severn Bridge.

Douglas Heap's scenic staircase is then removed forever in favour of a dingy olive interior, a biome of two knocked together railway carriages. Hywel has been away for 15 years, qualified as a tree surgeon and settled down with a young doctor who tended him after an accident.

The doctor is Barnaby, a strapping black athlete whom Hywel cheerfully introduces, as if out of a hat, to his two brothers, their wives and his tetchy dyspepsian sister. Glynis, herself married to Victor, a Lancastrian philistine and incipient queer basher.

The play is given with a cloying, reverminous sexual angst of the sort to make Ibsen and O'Neill sound sly and retiring.

To underline his coddling sociological point, Baxter's MP, the only Welsh rugby international in the House until he took the Green Veil, is researching a tone into pre-Arthurian myths and legends.

Who needs it, nudge nudge, with this contemporary tribal ritual of Christmas and its Old Boys' rugger match and subsequent party, with chaps in fancy dress frocks and women sipping Scotch before breakfast?

It is like Ayckbourn's Christ-

Michael Coveney

A Midsummer Night's Dream

BARBICAN THEATRE

John Caird's production of *The Dream* arrives from Stratford as richly festooned with praise as that famous moonlit bank is with vegetation; and equally heavily garlanded with gimmicks, cluttered with comic business, asphyxiated with ideas.

The *Brideshead* style is suitable for the young lovers. This is a *Comme il faut* night's dream. Lysander has won Hermia with toys and dolls — Amanda Bellamy's sometimes inaudible romantic twittering makes a childlike other of the other men in the room. After an hour (i.e. a night) locked into the petty brutalities of boredom, the players go out the way they arrived, taking with them the paintings from the walls.

Michael Coveney as one of the potentially outstanding productions of the year. There is nothing obvious or overwrought in a work which has echoes of Peter Greenaway and even snatches of Hoffmung's cartoon humour. Shill's great strength as a writer and director is his ability to sustain contradictions of texture, tone and intention. His players are symbols of a gross cultural neglect, instruments of artistic expression, but they are also individuals whose monologues paint a comically mundane picture of life as a touring musician. As people, they are more concerned with the logistics of transporting harps and double basses from A to B than with rehearsing once they arrive.

This grasp of humanity anchors the piece firmly to the ground, where the well of Purcell's music, the eccentric configurations on stage, and the incidental sounds of changing times and weather outside it, try to sweep it into the thin, refined air of abstract performance. "Art is hard. Music is difficult" insists the orchestra director in a valiant morning-after attempt to rally the troops. "The bus will be leaving in five minutes, it is." There, in one of many nutshells, it is.

Claire Armitstead

SALEROOM

Record for reduced 'Rape'

A bronze group of the "Rape of a Sabine," 23 1/4 inches high, by the late 18th century Florentine master Giambologna sold for £27,750 at Christie's yesterday to an anonymous telephone bidder. It was an auction record price for a Renaissance bronze, and around double the estimate.

The bronze is a reduction of the *Brideshead* style is suitable for the young lovers. This is a *Comme il faut* night's dream. Lysander has won Hermia with toys and dolls — Amanda Bellamy's sometimes inaudible romantic twittering makes a childlike other of the other men in the room. After an hour (i.e. a night) locked into the petty brutalities of boredom, the players go out the way they arrived, taking with them the paintings from the walls.

Michael Coveney as one of the potentially outstanding productions of the year. There is nothing obvious or overwrought in a work which has echoes of Peter Greenaway and even snatches of Hoffmung's cartoon humour.

Shill's great strength as a writer and director is his ability to sustain contradictions of texture, tone and intention. His players are symbols of a gross cultural neglect, instruments of artistic expression, but they are also individuals whose monologues paint a comically mundane picture of life as a touring musician. As people, they are more concerned with the logistics of transporting harps and double basses from A to B than with rehearsing once they arrive.

This grasp of humanity anchors the piece firmly to the ground, where the well of Purcell's music, the eccentric configurations on stage, and the incidental sounds of changing times and weather outside it, try to sweep it into the thin, refined air of abstract performance. "Art is hard. Music is difficult" insists the orchestra director in a valiant morning-after attempt to rally the troops. "The bus will be leaving in five minutes, it is." There, in one of many nutshells, it is.

Michael Coveney

quickly. In the same sale, which totalled £4.2m with 20 per cent uncollected, Leggatt, bidding on behalf of the National Portrait Gallery, paid £115,500 (as against a £20,000 top estimate) for a marble bust of William Pitt, Earl of Chatham, from the studio of Joseph Wilton.

There was plenty of excitement at Sotheby's especially in the bidding for four Hebrew manuscripts which the British Rail Pension Fund had acquired in the late 1970s from the collection of David Solomon Sassoon. Toporowitch, a dealer in Judaica, paid £2,085,000 (top estimate £500,000) for a Hebrew Bible, possibly made in Babylon around 900 AD, one of the five primary manuscripts of the Bible in Hebrew. The Pension Fund bought it for £179,050 in 1978.

Phillips had its best ever Old Master sale with a total of £2.6m, but its highlight was an auction record for a bicycle — £22,000 paid for a BSA Otto Dicycle (sic) of 1881, which naturally has no handlebars. Christie's South Kensington also set a record — £33,000 for a picture frame, George II period. This was bought by a sharp-eyed dealer at Sotheby's. The Royal Horse Artillery Hall sale in June this year for £15,400, including a picture — since sold separately.

Antony Thorncroft

ARTS GUIDE

THEATRE

London

Jeffrey Bernard Jo Unwin (Apollo). Brilliant performance by Peter O'Toole as an alcoholic journalist who embodies a Falstaffian, nay-saying life force while committing public suicide by vodka. Keith Waterhouse's *Death of a Salesman* (National Theatre) is a powerful, uncompromisingly honest production of a Bergman film. A beautiful score, mostly in waltz time, is touchingly performed by Lila Kedrova, Dorothy Tutin (her best work in years), Peter McKinney and Susan Hampshire (887 1118). M. Butterly (Shaftesbury). Peter Egan has taken over from Anthony Hopkins as the tortured, tormented, tormented diplomatic hero in a Peter Shaffer-style "specimen of ideas" dressed up in John Gielgud's clothes. The transvestite performance as a metaphor of homosexual life. The transvestite tragedy proves less electrifying than in New York; the play is not very good but still worth seeing (378 5389).

New York

Heidi Chronicles (Plymouth). Wendy Wasserstein's award-winning drama covering 20 years in the life of a successful American baby boomer goes from support for Eugene McCarthy's presidential aspirations to electoral ambitions in the 1980s, accompanied by the musical and emotional flavour of the period (238 6200).

Sweeney Todd (Circle in the

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
Telephone: 01-873 3000 Telex: 922186 Fax: 01-407 5700

Wednesday December 6 1989

Thatcher's future

CONSERVATIVE members of Parliament demonstrated an impressive level of support for Mrs Margaret Thatcher yesterday, with 314 out of a possible 372 of them endorsing her leadership in a non-binding vote. The remaining 58 either voted for her opposition, Sir Anthony Meyer, or spoilt their papers, or did not vote. This represents a positive vote of 84 per cent in favour of the British Prime Minister's continuation in office. In any normal circumstance it could be regarded as a strong confirmation that Tory MPs are satisfied with her 14 years of leadership.

Yet circumstances are not normal. Mrs Thatcher has not been challenged before. The Government is still accident-prone. The present long stream of political disasters started with the bungled Cabinet reshuffle in July, gathered force with the resignation of Mr Nigel Lawson as Chancellor of the Exchequer in October, and is still in full flood today. The latest upset is the reminder that in August 1988 the Government sold the Rover Group to British Aerospace at a knock-down price of £150m. This was, in the words of the National Audit Office, "significantly short of the real value of the company." On the face of it, the Government is at the very least culpable on the ground of poor management of the taxpayers' interest, and perhaps, open to the more serious charge of deceiving Parliament, the EC and the public.

Labour lead

Meanwhile, the outlook for the economy is politically dispiriting. While interest rates and inflation remain high, the lead enjoyed by the Labour party is likely to stay in double figures. It is even possible to envisage the continuation of a commanding Labour lead beyond a return to intimations of Tory prosperity in (say) late 1991. For the legislation planned for the current session of Parliament contains a number of potentially unpopular measures, of which the bill to reform the health service and the proposed scheme for student loans are but two. Measures already enacted, such as the introduction of the poll tax and the privatisation of water, demonstrate that they are.

More trouble at US thrif

THE RESIGNATION of Mr Danny Wall as chief regulator of the US savings and loan industry serves as one more reminder of the depth of the problems into which the US thrif were allowed to sink in the Reagan era. Mr Wall's resignation was admittedly prompted by the very specific circumstances of the financial crisis at Lincoln Savings, where he has been accused of delaying closure because of pressure from senators who had received more than \$1m of campaign contributions from Mr Charles Keating, the Arizona land developer who ran the thrif. Yet Mr Wall's resignation letter powerfully underlined the way in which the cost of the wider rescue for the thrif has been consistently underestimated.

Back in August when plans for the biggest federal bail-out in the country's history were given the go-ahead, the bill was put at \$165bn over 10 years. It now seems likely that the cost of under-regulation will exceed \$200bn by a very wide margin. That, combined with the on-going drama of a Senate Ethics Committee investigation into the conduct of Republican and Democrat senators, should encourage the Bush Administration to think again about the case for a more fundamental assault on the industry's problems.

Moral hazard

At the heart of those problems is perhaps the worst example of moral hazard in the world financial system. Deposits in the thrif industry are fully insured up to \$100,000 and a thriving brokerage business is capable of packaging several \$100,000 deposits together in such a way as to provide rich individuals with far more federal insurance than legislators originally envisaged. With depositors relieved of the need to exercise prudence and the path opened up by deregulation for gun-ho entrepreneurs to expand into high risk areas without adequate prudential supervision, financial scandal was inevitable.

The Financial Institutions Recovery, Reform and Enforcement Act (FIRREA), has taken some useful steps in the direction of sanity. Its tougher capital adequacy requirements do

David Buchan looks at issues on the agenda for the EC's Strasbourg summit

Why Britain is fighting alone

Mrs Margaret Thatcher is encountering trouble from all quarters in her bid to delay, if not divert, moves towards economic and monetary union (Emu) in the European Community.

Time is running out for her to succeed, because at the Strasbourg summit starting on Friday President François Mitterrand will invite fellow Community leaders to join him in agreeing to start treaty-revising negotiations to create monetary union in the autumn of next year.

Just five days before the EC summit, President George Bush of the US has written to the Nato alliance, the US President's foreign policy, to say that the changes in eastern Europe called for "a continued, and perhaps even intensified, effort of the Twelve to Twelve."

Mr Bush may know little, and care less, about anything as unrepresentative as the EC's Social Charter of basic workers' rights which Mr Mitterrand wants to give to the Community at Strasbourg, or about the details of Emu, though it could make Europe the monetary equal of America. All he knows, and wants to convey, is that the Community should close ranks further to meet the challenge of a European continent in flux.

Mrs Thatcher is not about to be moved from her rooted opposition to monetary union in the Community simply because the leader of a third, albeit very influential, country thinks she should be. It is, besides, not the first time that Mr Bush has signalled that he will take her seriously only to the extent that she is taken seriously by her EC fellows. But the Bush message could sway Chancellor Helmut Kohl, who faces decisions in Strasbourg that are, from the viewpoint of German interests, very finely balanced.

On the face of it, the decisions facing the Strasbourg summit are relatively uncontroversial. Eastern Europe, for the moment, requires little further reaction from the Community than the economic aid its leaders agreed in Paris recently and the framework for step-by-step moves to German reunification



MITTERRAND: The Motor. Full steam ahead on Economic and Monetary Union (Emu) conference. Lined up majority of leaders for conference in autumn 1990. Open disagreement with Thatcher, but real bargaining with Kohl. Could finesse conference date to please Kohl. Backs Social Charter. Believes east European events require acceleration of EC integration.



DELORS: Broadly same position as Mitterrand. Chief author of three-stage Emu plan bearing his name. Wanted to push towards Emu ever since becoming Commission president five years ago; would regard Emu accord as crowning achievement. As socialist regards Social Charter as important, but essentially a side-show to Emu and its consequences for European political union.



KOHL: The Pivot. Beset by conflicting advice on sovereignty grounds to later stage moves towards Emu, and on ideological grounds to the Social Charter. On the latter issue she knows she is alone, but on Emu still hoping for an alliance of self-interest with Kohl to delay Emu conference. Contests, and indeed reverses, the theory that EC integration should be speeded up in response to distance him from her.



THATCHER: The Brake. Flatly opposed on sovereignty grounds to later stage moves towards Emu, and on ideological grounds to the Social Charter. On the latter issue she knows she is alone, but on Emu still hoping for an alliance of self-interest with Kohl to delay Emu conference. Contests, and indeed reverses, the theory that EC integration should be speeded up in response to distance him from her.

ing tide of argument on both sides. The answer is: a commitment to rewrite the monetary map of Europe, and probably a lot else as well. For, once the EC treaty is reopened for negotiation, there is a relentless momentum that leads to change.

The Single European Act negotiations showed how the Juggernaut works. Mrs Thatcher, with two others on that occasion, voted against an inter-governmental conference, but attended the conference itself and signed the eventual act. With the Emu conference, all that is known is that Mrs Thatcher will vote again against it, but will attend its sitting, she said so last June in Madrid.

A dissenter like Mrs Thatcher has a legal veto on the final outcome of a treaty revision, which must get unanimous approval in contrast to the simple majority vote that can set treaty renegotiation in train. But such a veto may only be theoretical, because of the enormous pressures on a decision to conform to the rest.

Thus Mrs Thatcher's eventual acquiescence in a European central bank, possibly including binding rules on individual nations' budget deficits and new powers for the European Parliament, and involving what she herself has called the "biggest transfer of sovereignty we've ever had," cannot be ruled out. She knows that, and the knowledge only makes it worse for her.

Despite the size of the stakes, the tenor of the Strasbourg summit may be largely dependent on Mr Mitterrand's tactics. He has long had a simple majority — Belgium, Ireland and the Latin South — for his autumn 1990 conference start. Weeks of relentless travel around the Community by the 73-year-old French President have brought several of the remaining doubters round to his viewpoint.

The Danish parliament, as prickly a defender of its sovereignty as Westminster, has now given its Prime Minister, Mr Poul Schlüter, a mandate to vote the Mitterrand way this week. Mr Ruud Lubbers, the Netherlands'

Prime Minister and Mrs Thatcher's closest Community ally over the years, looks like following the same line. Britain and France have been pulling little Luxembourg in opposite directions for its vote, though the duchy's Premier, Mr Jacques Santer, will probably take his guidance from Mr Kohl.

The German Chancellor has been offered varying advice by his colleagues. Mr Hans-Dieter Genscher, the Foreign Minister, is all for an early Emu conference; Mr Karl Otto Pöhl, the Bundesbank president, has been urging caution, as has Mr Theodore Weigel, the Finance Minister, who comes from Bavaria where there are elections next year.

All may depend on Mr Mitterrand. He can point to the fact that EC finance ministers have already approved Stage One mechanisms for closer economic and monetary policy co-operation and that the Twelve (including the UK) have drawn up a list of questions for an inter-governmental conference to answer. He can argue that setting a date now is important to keep going the political impetus behind Emu. If, on top of this, he admits that the Community may not have fully and adequately prepared itself now for a conference, but that it will have done so by next autumn, before or after the German Federal elections, then he should have Mr Kohl's vote. If, however, he presses his claim that full and adequate preparation exists now, then he may have an argument on his hands with Germany, and of course with Britain.

British ministers and officials cannot believe their ears when they are told that drafting a simple questionnaire is sufficient preparation for launching the Community into the Emu unknown. As Mr Nigel Lawson put it earlier this year, when he was still Mrs Thatcher's Chancellor of the Exchequer: "How can it be, little more than three years after the treaty amendment achieved by the Single European Act, with so much still to

do to achieve the goal of the single market by 1992 that this great boulder (of Emu) should be so carelessly thrown into the pool?"

The answer is that the UK Government has been so preoccupied with first whether, and now when, to put sterling into the exchange rate mechanism of the European Monetary System (EMS) that it has simply not noticed how the monetary debate on the Continent has moved on beyond it.

The reason is that many of Germany's partners in the EMS parity grid have grown restive. They are worried about the lopsided way in which the system, conceived in 1976-79 and operated since outside the weaker currencies. Thus it leaves Germany as the only country still running an autonomous monetary policy. The EMS's designers intended that some burden of adjustment should fall on a strong currency when it diverged from the rest. In practice it has always been the weak currency countries which have to do the intervening, borrowing and interest-rate raising when their currencies hit the limits of their exchange rate mechanism margins against the D-Mark.

It is not that the weaker currency participants are ungrateful for the way "the German anchor" has pulled their inflation rates down, below 5 per cent. Indeed, the determination of a country like France to continue the anti-inflation struggle shows in its unwillingness to meet current Bundesbank calls for an EMS realignment. Nor does the argument put particularly strongly by Italy in 1987-88, that the EMS had a chronic low-growth bias carry quite the same force with the Community growing by an average 3 per cent or more for the past couple of years.

The argument for moving beyond the EMS soon is essentially political. France, Italy and many smaller countries want to democratise the EMS and the only way they see of doing this is by transforming it into a

single currency system with a federal bank on which their representatives sit alongside those of Germany. It has got to be done some day, they say — so why not start it now. And there are Germans, like Mr Genscher, who agree with them.

It was Mr Genscher's support that got the Delors committee under way at the June 1988 Hanover summit. The composition of that committee was a serious miscalculation from the viewpoint of those like Mrs Thatcher who wanted the governors of the central banks represented. Far from being the men to see pitfalls rather than possibilities, their habit of co-operation made them see Emu as feasible and inclined towards unanimity.

The insensitivity of the British Government to the French and Italian sentiment is pointed up by its paper outlining an alternative, evolutionary move towards Emu. This paper expressly lands the "asymmetries" of the way the EMS works, bearing on the weak and making them adjust to the strong (the D-Mark). In one sense, the paper was a direct political pitch for German backing in delaying an Emu conference. It obviously has some appeal to Bonn and even more to Frankfurt (home of the Bundesbank). But whether it is the basis for an alliance is doubtful.

True, this week it was the joint opposition of both German and British employer federations to the calling of an Emu conference next autumn that prevented Unice, the European employers' federation, from endorsing Mr Mitterrand's position when it saw him in Paris last night. But Bonn has a political need for change to be enshrined in a treaty, in a way that London does not. All German leaders, ranging from Mr Genscher to Mr Pöhl, agree on one thing: that they are not going to give up what they have got until they see in cold type print what they are going to get.

It seems increasingly likely that an inter-governmental conference will convene before the end of next year in some palace in Italy, which will at that time hold the EC's presidency.

German leaders are not going to give up what they have got until they see in print what they are going to get.

After the ceremonial and the set speeches, and when the working sessions shift to the more mundane setting of Brussels, some very thorny questions will have to be thrashed out.

Poorer countries will ask for more money to boost their lower productivity which could otherwise lead to jobs and investment flowing to richer and more competitive states in the union. All 12 member states will press for democratic control over a Euro-bank.

This raises the biggest conundrum of all. The very reason why the Bundesbank is the way it is and has had the success it has is that German politicians decided, in 1987, that their kind could no longer be trusted with the running of monetary policy. A European central bank will have to have the same independence, otherwise it will not get German approval.

Where, then, does that leave democratic control?

French smash the record

■ Champagne corks were popping yesterday at the SNCF, the French railways board, after one of its famous TGV (Train à Grande Vitesse) express trains regained the world rail speed record from West Germany.

The record, 492.4 kmph (around 300 mph), compares with the more 406.9 kmph achieved last year by West Germany's TGV equivalent, the ICE (Inter-City Experimental), SNCF was working on the last few decimal points last night, but it looks as if the figure comes out at a neat 50 per cent faster than the muzzle velocity of an escaping champagne cork, which is said to leave the bottle at 320 kmph.

However, the time you keep it up is everything. The record breaking locomotive, unfortunately named "TGV-Atalante" 325, kept up its top speed for 15 minutes around noon on a stretch of new line near the river Loire, between Vendôme and the Nogent-Vallant.

Fitted with large wheels than usual, it had fewer cogs. What pleased SNCF almost as much as the figure in itself far above the rest, French train spotters had been predicting — was that the track was not damaged by the enormous forces created by such speed at such speed.

Some SNCF officials had feared that the conducting overhead wire might melt. That, rather than derailment, is the real technical problem. "This record proves that the SNCF can carry passengers in complete safety at 300 kmph," said Guy Roche, a deputy director.

SNCF has worked in great secrecy since the West Germans ran away with the record. The aim was to smash the record, not break it.

Sit tight

■ Here is a rare example of

OBSERVER

a securities analyst admitting to flying by the seat of the pants. A research report from Credit Suisse First Boston on DSM, the Dutch chemicals company, says: "It is tough to recommend a stock when earnings are declining and it is even more difficult when earnings and dividends are below expectations. You can sell, but do so at your own risk. This is a damn good company."

Hurd all over

■ The Vietnamese are privately rather pleased with the adjustment made to Britain's policy towards Cambodia by Douglas Hurd, the Foreign Secretary. The bookshop round the corner from the Cun Long Hotel in Ho Chi Minh City also seems to have got the message. Spotted last week, squeezed between heavy theoretical works on Marxism-Leninism (in Russian), was one of the very few books in the shop in English. Bettered, but still, complete, was "Smile on the Face of the Tiger" the memoirs of Ho Chi Minh when Ho Chi Minh City was still Saigon and the Cun Long was the Majestic. It is about the fate of Hong Kong and has also gone on sale again in the territory. In Vietnam, however, it is even cheaper: 2,000 dong (300) against £1.10 in Hong Kong. On top of that, our man in Ho Chi Minh City was given a 30 per cent discount.

Going public

■ To challenge what is supposed to be one of the sacred principles of democracy: I wonder if it is right to attach so much importance to the secrecy of the ballot box. True, in a fledgling democracy or in a more feudal society, where no one is quite sure that rules



"It's not snow - it's sweetener."

will be kept and indeed the future of the democracy itself may be in doubt, the secrecy may matter. But is it not the point of a mature democracy that no one should object to advertising in public for what or for whom they have voted? I wonder, in particular, about the merits of Tory MPs voting for their leader in secret. They have been elected to parliament to do things in public. There would, one assumes, be a considerable outcry if they chose to vote secretly on other matters, for instance, on capital punishment, or indeed anything at all. And it seems reasonable for a member of the electorate to want to know whether his constituency MP supports Margaret Thatcher, Michael Heseltine, Sir Anthony Meyer or whomever.

As it is, not quite a lot of MPs are not absolutely certain about the vote is secret anyhow, and some of them will go round telling different stories about how they did vote, just as there are many versions of who really voted for Thatcher in

the first ballot in 1975. There should be no stigma in saying that you voted for Meyer, but will support Thatcher now that she has won. That is what democracy is about.

Good show

■ Very ambitious exhibition to be mounted at next year's Edinburgh Festival: Cézanne & Poussin: The Classical Vision of Landscape. The two artists are more than two centuries apart, but the show — drawing from the world's major galleries, including The Hermitage Museum in Leningrad — will be designed to show some parallels between them as well as the differences.

The idea came from Michael Clarke, Keeper of the National Gallery in Scotland. He took it along to General Accident, the insurance company which has its headquarters in Perth and which has agreed to put up £100,000 in sponsorship.

The main man behind the company's interest in the arts is Alex Robertson. Now 58, he has spent 43 years with General Accident, 30 of them as a real insurance man. He then became the publicity manager. "Our first involvement was in the advertising side," he says. "We took the Scottish National Orchestra to the US. But we wanted to get into the visual arts as well."

General Accident now does only about 10 per cent of its UK business and 5 per cent of its worldwide business in Scotland, but is keen to stress its Scottish roots, hence Cézanne & Poussin in Edinburgh — Scottish as well as international.

Nice to know

■ A Farnham reader reports that a recent letter from her nine-year-old son on holiday in London incides this news: "Last night Uncle John and Aunt Mary and I stayed at the Savoy Hotel. It is very clean and comfortable."

Knippeling

(Ni-PER-DOH-LING)
Bernard Knippeling was a fanatic Anabaptist.
As were his friends, Melchior Hoffmann and Gerrit Kippenbroek. He was also to become totally insane.
As were his friends, Bunnahabain has an extraordinary name (pronounced BU-NA-HA-VENN). Otherwise, this 12 year old single malt Scotch whisky is the very embodiment of balance and consistency. Once tasted, the smooth, subtle qualities of this Islay malt would be enough to turn anyone into an enthusiast.

Bunnahabain
UNSPEAKABLY GOOD MALT

Available at Oddbins, Harrods and Selfridges and selected branches of Victoria's Wine, Peter's, Waitrose and Augustus Barnet.

Anatole Kaletsky argues that it is worth supporting perestroika

Helping Gorbachev through the winter

The lifting of the iron curtain has been the happiest event in post-war Europe and may be one of the watersheds in the history of mankind. But as the world celebrates the outward signs of liberation in eastern Europe, it is in danger of forgetting the deeper causes and consequences of the events in Budapest, Berlin and Prague.

Only a week before the Malta summit, Mr Richard Cheney, US Defense Secretary, spoke publicly about the likelihood that Mikhail Gorbachev would be "driven out of power soon" in a reaction to the failure of his economic reform programme. Yet judging by the agenda at Malta, the future of Germany, Hungary and Poland seemed to be of far more interest to the US and its Western allies than the success or failure of Gorbachev's reforms in the Soviet Union.

It would be the ultimate irony if an undiluted preoccupation with German unity and instability in central Europe should now distract attention from the infinitely more important issue of Gorbachev's attempts to reconstruct the Soviet Union and bring it closer to the liberal West.

If Gorbachev and perestroika fail, the turnaround in the Soviet Union will be a far greater threat to world prosperity and peace than any conceivable development in Germany or central Europe. And contrary to widely held belief, the lifting of the iron curtain will actually magnify the impact of events in Russia on Western Europe.

In the event of famine or hyperinflation the Soviet people may well turn on Gorbachev and the Communist party, as Mr Cheney predicts. But the Soviet Union is not Hungary or Czechoslovakia. A popular upheaval from below might not produce the "rational" outcome which many Westerners seem to expect — a clearly anti-communist leader who would move faster than Gorbachev along the road to democracy and economic reform. A likelier successor to Gorbachev might be an authoritarian populist appealing to the statist nationalism that has dominated Russian politics for 500 years from Ivan the Terrible to Stalin.

The Russian people have no experience of liberal democracy and little faith in market economics. Throughout their history, both under communism and the tsars, the Russians have seen the acquisition of personal wealth as prima facie evidence of violent



working. If he can stabilise the economy and control inflation, his reconstruction might actually have a chance of success. Mr George Soros the Hungarian-American financier who has been involved as anyone in the liberalisation of Eastern Europe has suggested that \$250m a year of Western aid would be required to stabilise the Soviet economy and avert hyper-inflation in the two years ahead. From that point on, the aid requirement would decline sharply as the rudimentary market mechanisms began to produce results.

The basis for these figures is simple. They are equivalent to the Soviet government's budget deficit plus the inflationary overhang of unspendable roubles in the public's hands converted into dollars at a realistic black market exchange rate. Economists can argue about the precise numbers but let us assume the order of magnitude is roughly right.

The first reaction of many Western readers will be to throw up their hands in horror. The Soros proposal is equivalent to the entire US foreign aid budget and more than double the annual disbursement of the World Bank.

But can we compare the importance of perestroika in Russia with the developmental priorities of other parts of the world? In part this is a matter of geopolitics. The economic and political disintegration of Brazil, India or even China would be tragic but they would not threaten the world with

nuclear destruction.

The same calculation can also be seen in a more positive light. The cost of helping Russia must be set against the cost of defending the world against her; \$250m is a very modest figure when compared with the US defence budget of \$300bn, to say nothing of the sums squandered on armaments by other countries.

But let us consider some pure financial comparisons. The US government will borrow at least \$25bn in each of the next three years to pay off depositors in mismanaged savings and loan (S&L) institutions. By coincidence, \$25bn was also the sum raised a year ago in Japan and on Wall Street, by Kohlberg Kravis Roberts, the leveraged buyout firm to buy the food and tobacco conglomerate, RJR Nabisco.

Is \$25bn of the Western

world's savings better invested in thrills, LBOs or perestroika?

From a financial standpoint the cost of full repayment from funds are probably no worse than from junk bond issuers. As far as money invested in the US government's S&L Refinancing Corporation, the Japanese insurance companies which buy Refco bonds strongly suspect that they will be repaid in a devolved, inflated currency, quite inappropriate to set against their yen liabilities.

Why then do they willingly finance the stabilisation of the US financial system and the Texas property market? Because the alternative would be a sharp rise in US interest rates, a recession and a world trade war.

Perhaps Gorbachev should now offer Japanese institutions the opportunity to avert an infinitely more dangerous conflict, by offering 30-year Soviet Refco bonds, denominated in non-convertible roubles.

He should certainly go to

Wall Street to raise some zero-coupon and pay-in-kind money. Like any LBO sponsor, he would not need to worry about servicing these obligations until the second half of the next decade. If he was still unable to pay by then, Mr Gorbachev could simply renegotiate his country's debts and apply for a partnership at Drexel Burnham Lambert, or Kohlberg Kravis Roberts.

Lenin once said that capitalists would lend communists the money to buy the rope with which to hang capitalism. How fitting if a little economic rope provided by the West were now to put Marxism-Leninism on the gallows.

But can we compare the importance of perestroika in Russia with the developmental priorities of other parts of the world? In part this is a matter of geopolitics. The economic and political disintegration of Brazil, India or even China would be tragic but they would not threaten the world with

Composite rate tax

Time to reform a tax on the poor

By Michael Saunders

The poorest people in Britain are unnecessarily paying £450m in tax each year. This is the result of the composite rate scheme, under which tax is deducted at source on interest-bearing bank and building society deposits. Non-income taxpayers are unable to reclaim this tax and, holding an estimated £18bn in these deposits, they earn about £22m in pre-tax interest and pay around £450m in tax.

First, some background. The composite rate scheme was introduced in 1985 and it was extended to bank accounts and other domestic interest-bearing deposits. The level of composite rate tax is set slightly below the basic rate of income tax in order to yield the same total tax revenue as if basic rate taxpayers paid basic rate tax and non-taxpayers paid no tax on their interest receipts: the £450m therefore does not go

The low National Savings interest rate is an implicit tax on those investors who have no alternative

to the Government, but is a transfer from non-income taxpayers to basic rate taxpayers.

Advocates of the composite rate scheme argue that it has two main advantages: it simplifies the tax system and reduces the costs of tax collection. Reducing composite rate tax at source means that basic rate taxpayers have no need to arrange to pay this tax themselves. This fits in with mechanisms under which tax is deducted at source on earned income (by PAYE), relieving most people of the need for a tax assessment. This, in turn, helps to reduce the costs of tax collection: the extension of the composite rate scheme to banks enabled the Inland Revenue to make staff savings of around 1,000 people.

It is also argued that non

taxpayers need not suffer: they have the option of investing in National Savings, on which interest is still paid gross, and can thus avoid paying composite rate tax.

However, it is clear that these arguments are contradictory. If the simplicity and efficiency of the composite rate scheme is advantageous then it should be extended to all interest-bearing deposits, including National Savings. Survey evidence reveals that much of these gross interest National Savings products are held by taxpaying investors rather than non-taxpayers.

Fortunately a well-tried alternative is available. Investors who own shares receive dividends net of income tax at the basic rate, but non-taxpayers are able to reclaim this tax.

This should be adopted for banks and building society deposits. Basic rate taxpayers would then pay tax at the basic rate rather than the composite rate, while non-taxpayers would be able to avoid paying tax on their interest. All that would be required would be for banks and building societies to send an annual statement to investors detailing the amount of tax deducted, and for non-taxpayers to send this to the Inland Revenue.

15.5m adults will pay composite rate tax unnecessarily if they save in a bank or building society

If this required an extra £1,000 Inland Revenue staff, then it might increase the administrative costs of the collection by perhaps £20m (at £20,000 per person). It could be argued that this money would be better saved and used elsewhere. But why should non-taxpayers lose out in order to make life more convenient for the Inland Revenue?

The answer should be for the Inland Revenue to find more efficient ways of ensuring that non-taxpayers can reclaim their tax. What we ask from our tax system is that it should be seen to raise money fairly, as well as efficiently. The composite rate scheme is efficient without being fair.

The author is UK economist at Midland Montagu.

LETTERS

Dithering

From Mr Michael Gayford

Sir, Great things are happening in Europe. Eastern countries are likely to embrace democracy at last. In the West, economic integration is on the agenda. But the UK — the saviour of Europe in 1940 — behaves like an old person unable to show enthusiasm for anything young, new and exciting.

Europe is not big compared with the USSR and the US, and yet there is resistance to monetary union. The US would never have been a world power without one currency, introduced by Alexander Hamilton, George Washington's Secretary of the Treasury (his father was Scottish, his mother of French Huguenot descent).

For decades the western alliance and Russia have spent their life blood on arms. Now there is a real prospect of change, but the UK Government's welcome is half-hearted. Loyalty to the Commonwealth was some excuse for coming late into the European Community; now we have none. Dither too long, and the financial centre of Europe will move from London to Frankfurt. We shall be an even poorer offshore island.

Michael Gayford

Paddington Old Hall, South Warril, Cheshire

Brotherhood is equal

From Miss Jocelyn Bowers

Sir, Martin Wolf's article on the possibility that West Germany might become an eastward-turning colossus puts forward a fine reasoning against this (November 30). But, being German myself, I cannot help getting tired of media talk about German reunification or, worse, the addition of East to West Germany.

I keep wondering how people living in East Germany would like their country simply added to its powerful "brother." At the moment they have other problems — and we should all stop speculating about a unified Germany until the East Germans themselves are ready for it and talk may be conducted on an equal footing. Nor should we hurry them by attaching conditions to assistance or aid.

Jocelyn Bowers
61 Sunfields
Hendon, NW4

'A mildly successful prison economy'

From Mr Richard Lucas

Sir, Nicolas Travers takes me to task for arguing that East Germany (GDR) does its citizens a great disservice by imitating the GDR's money supply by dumping its (soft) Mark currency abroad (Letters, December 1).

He claims that, in effect, clever East Germany ripped off the stupid Swiss, Lebanese and German bankers involved, by selling them soft Marks and then buying them back cheaper as the currency depreciates.

He further describes the opening of the Berlin Wall as a "gainful economic exercise" because it caused a sharp fall in the value of the soft Mark and facilitated this process.

The two ideas Mr Travers puts forward do not stand up.

First, it is not credible that the East German Government could successfully outwit western bankers over time, causing them a net loss in their soft

Mark dealings. For western banks to carry on buying softmarks, they must have been offered substantial discounts to the existing street prices. As systematic net seller, the GDR Government was in no position to manipulate the market as Mr Travers suggests. No western bank would hold stocks of soft Marks above levels necessary to meet western tourist demand. Not even the GDR Government would spend its precious hard currency to buy back and destroy soft Marks, because the enormous monetary overhang in the GDR renders this exercise pointless.

Second, to claim that the opening of the Wall was a tactic in this strategy is to argue that whoever was in charge of the operation knew that the Wall was coming down, and used the historic opportunity to conduct insider dealing over a number of years.

This is nonsense. Mass protest brought the Wall down.

In China the process has been temporarily stalled

From Mr C. Liu

Sir, Day after day, newspaper headlines and television coverage have focused public attention on the courageous advances made possible by mass outcries in the countries of eastern Europe. Events in recent weeks in Poland, Hungary, East Germany and Czechoslovakia have moved at a pace that would have been thought unimaginable just a few months ago.

Having spent most of May in Peking I am filled with both sadness and excitement. The scenes from eastern Europe today recall the experience of the masses of Chinese people marching in the streets of Peking in May.

That, too, was considered impossible before it happened, and it was the first such movement to break out.

The results, so far, are worlds apart. The Chinese people have paid and continue to pay dearly for their outburst.

It is not inconceivable to argue that the events of May and June in China, with a price paid in blood and heavy political repression, contributed not insignificantly to the tremendous advances being made in eastern Europe today. One can still vividly recall the candlelight vigils attended by thousands of students and workers in various eastern European countries to mourn their Chinese comrades.

Even more significantly, those events signified the beginnings of their own movement to give expression to not dissimilar hopes and dreams.

The Chinese students called for dialogue, democracy and an end to special privileges for ossified Communist Party officials. Only four months later, the same calls, the same slogans and banners now fill the

streets of eastern Europe.

During May and June the sacrifices of the Chinese students and their supporters captured the hearts and imagination of millions of people all over the world, especially, as recent events indicate, those millions in eastern Europe. It is therefore regrettable that coverage of eastern European developments by the press has failed to bring the Chinese dimension — with the heaviest cost paid so far — into the picture.

Appropriate linkages would not only remind people of the contributions and sacrifices made by those in Peking in June, but also show what is achievable to those in China who have initiated an irreversible process which has been temporarily stalled.

C. Liu

New York City, USA

Having spent most of May in Peking I am filled with both sadness and excitement. The scenes from eastern Europe today recall the experience of the masses of Chinese people marching in the streets of Peking in May.

That, too, was considered impossible before it happened, and it was the first such movement to break out.

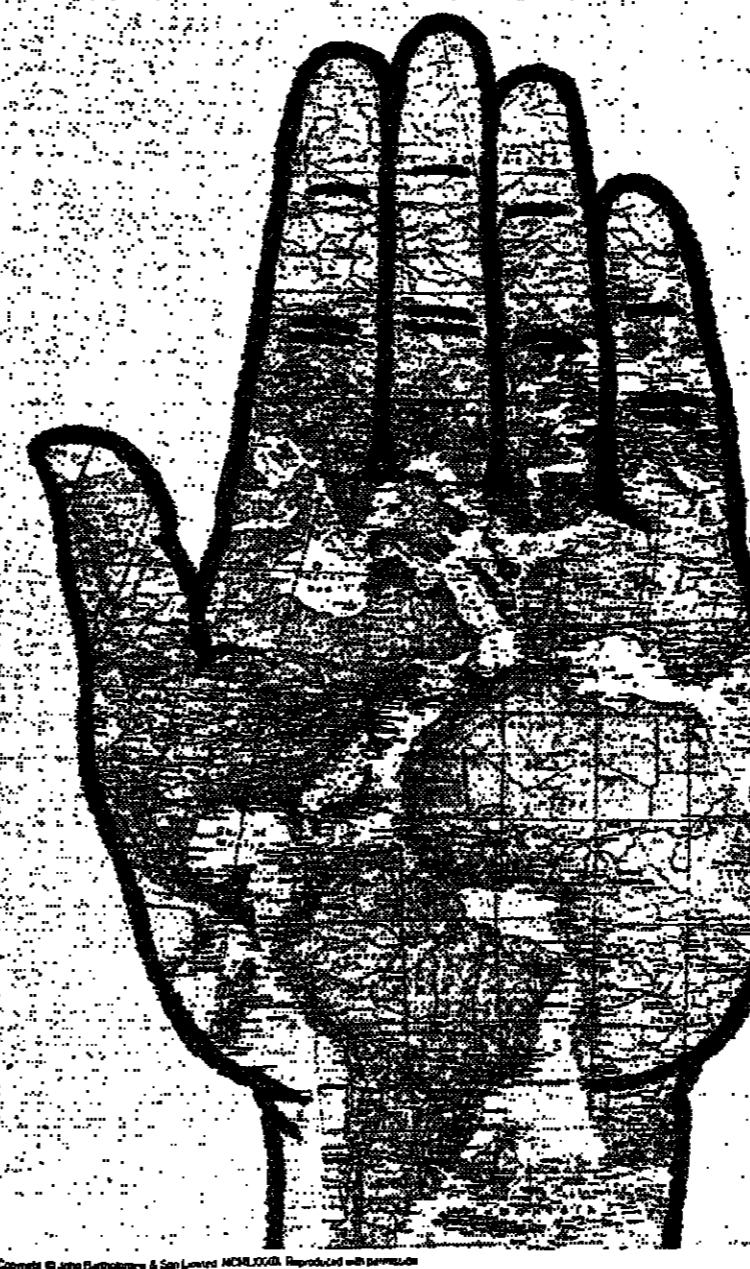
The results, so far, are worlds apart. The Chinese people have paid and continue to pay dearly for their outburst.

It is not inconceivable to argue that the events of May and June in China, with a price paid in blood and heavy political repression, contributed not insignificantly to the tremendous advances being made in eastern Europe today. One can still vividly recall the candlelight vigils attended by thousands of students and workers in various eastern European countries to mourn their Chinese comrades.

Even more significantly, those events signified the beginnings of their own movement to give expression to not dissimilar hopes and dreams.

The Chinese students called for dialogue, democracy and an end to special privileges for ossified Communist Party officials. Only four months later, the same calls, the same slogans and banners now fill the

The world in 1990. How do the experts read it?



Tear up your tarot cards.

Say ta-ta to your tea-leaves.

If you want to know about 1990 before it happens, there's a much better way.

Read 'The World in 1990', an annual magazine from The Economist Publications.

It's written by journalists, politicians, businessmen and broadcasters well-known for their specialised knowledge.

And there are enough prophecies, predictions and insights about the way the world will be in the next twelve months to keep you busy for, well, the next twelve months.

There's even a thorough and thoroughly useful reference section.

'The World in 1990'.

A kind of déjà view of the year ahead. On sale now at leading newsstands.

The Economist
PUBLICATIONS

Having spent most of May in Peking I am filled with both sadness and excitement. The scenes from eastern Europe today recall the experience of the masses of Chinese people marching in the streets of Peking in May.

That, too, was considered impossible before it happened, and it was the first such movement to break out.

The results, so far, are worlds apart. The Chinese people have paid and continue to pay dearly for their outburst.

It is not inconceivable to argue that the events of May and June in China, with a price paid in blood and heavy political repression, contributed not insignificantly to the tremendous advances being made in eastern Europe today. One can still vividly recall the candlelight vigils attended by thousands of students and workers in various eastern European countries to mourn their Chinese comrades.

Even more significantly, those events signified the beginnings of their own movement to give expression to not dissimilar hopes and dreams.

The Chinese students called for dialogue, democracy and an end to special privileges for ossified Communist Party officials. Only four months later, the same calls, the same slogans and banners now fill the

streets of eastern Europe.

During May and June the sacrifices of the Chinese students and their supporters captured the hearts and imagination of millions of people all over the world, especially, as recent events indicate, those millions in eastern Europe. It is therefore regrettable that coverage of eastern European developments by the press has failed to bring the Chinese dimension — with the heaviest cost paid so far — into the picture.

Appropriate linkages would not only remind people of the contributions and sacrifices made by those in Peking in June, but also show what is achievable to those in China who have initiated an irreversible process which has been temporarily stalled.

C. Liu

New York City, USA

OECD puts emphasis on development aid

By Peter Montagnon, World Trade Editor, in London

DEVELOPMENT aid must become a more central political concern in the 1990s if the world is to cope with global issues such as the environment, drugs and AIDS, leading industrialised countries agreed yesterday.

This was one of the main conclusions of the annual high-level meeting of aid ministers and officials who constitute the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD).

"The developed and other economically advanced countries cannot live in isolated enclaves of prosperity in a world where other countries face growing mass poverty, economic and financial instability and environmental degradation," the committee said.

"Not only is this unacceptable on humanitarian grounds, the future well-being of developed countries is linked to economic progress, preservation of the environment and peace and stability in the developing world."

Collectively the 19 committee members provided \$48bn in official development aid last year, a real increase of 8.2 per cent on 1987 and some 88 per cent of total world aid flows.

Source	TOTAL OFFICIAL AID FLOWS (\$bn)			
	1985	1986	1987	1988
OECD DAC members	29.4	36.7	41.4	48.1
Non-DAC OECD countries	0.2	0.3	0.2	0.4
Arab donors	3.6	4.5	5.0	2.3
COMECON countries	3.6	4.5	5.0	4.7
Other LDC donors	0.4	0.7	0.5	0.4
Total	37.2	46.8	50.4	55.6

Source: OECD

However, despite its agreement on the importance of development policy in the 1990s, the meeting was reluctant to commit itself to a substantial increase in spending.

The committee's annual report, also published yesterday, says aid provided by its members is likely to increase at the relatively modest real rate of 2 per cent in coming years, less than the 3 per cent rate recorded in the 1980s. Last year's sharp increase was largely due to a bunching of payments to multilateral development institutions and is regarded as a blip in the overall trend.

This will leave its members short of their UN commitment to spend 0.7 per cent of their Gross National Product on aid - the average has settled at around 0.35 per cent. But total aid flows should start to increase again after a period of

decline caused by a sharp drop in Arab contributions.

The committee drew attention to the sharp growth in population expected in the developing world during the coming decade. It will grow by some 850m, an increase which will exceed the total existing population of the OECD area. Some 500m of these will be city dwellers, adding to urban problems and environmental strains.

Population growth poses an important challenge for development policy in the 1990s, the statement says, because it is linked to poverty and without alleviation of poverty there is little chance that environmental problems can be tackled.

Growing tensions are likely to arise from the increasingly dualistic character of societies in many developing countries, with an expanding modernised

and largely urban middle class on the one hand and the mass of slum-dwellers and rural poor on the other," according to the annual report.

The report urges developing countries and their populations to participate more actively in the development process. The aim should be broad-based growth coupled with concern for the poorest and most vulnerable segments of the population.

Aid policy should pay more attention to the development of human resources in developing countries, the report says. "Investments in education, health and other social services have tended to be looked upon as software, often classified as humanitarian concerns rather than productive investments. Investing in people is critical to development," it says.

A more active participation of women in the process of development at all levels is an essential element of sustainable development, it says, noting that women play a particularly important role in agricultural production in many developing countries.

The report says official development finance (which includes market-related lending such as loans from develop-

ment banks as well as aid) now makes up some two-thirds of total financial flows to developing countries compared with one-third at the start of the decade.

Total flows rose by \$5bn in 1988. Export credits providing a positive contribution of \$5bn compared with a negative \$700m in 1987, although this was partly due to the consolidation of arrears. Foreign direct investment in developing countries totalled \$19bn compared with \$20.2bn in 1987 but was still running at sharply higher levels than those recorded earlier in the decade.

Presenting the report in London, Mr Joseph Wheeler, the former US aid official who chairs the committee, said fears among some developing countries that aid would be increasingly diverted to Eastern Europe was "a very real issue" under debate in each committee.

In the short run, he said there was a risk of a modest diversion of funds from development aid budgets, but "all of us in the aid business are hoping for additional money." Most funds going to Eastern Europe would be non-concessional and therefore not classified as aid.

The number of Tory MPs failing to support Mrs Thatcher is within the markets' expectations, but only just. The first reaction of sterling was to shrug the result off, but then, the market does not discount the same thing twice. The election had already weighed fairly heavily with the foreign exchange markets in the past week. This had been in sharp contrast to the behaviour of the equity market, perhaps because the esoteric nature of Tory procedure is better understood in London than outside the UK. Though the continued strength in equities remains faintly perplexing, there seems little reason for yesterday's result to affect it either way.

It is now worth considering the possibility that sterling is finding a level at or near DM 2.80. It can be argued that the UK's economic prospects for next year are no worse than the market expected some months ago; sterling's response has been unexpected in timing, but not in scale. The argument cannot be trusted for as long as the D-Mark remains the focus of speculative interest. But with yesterday's election resolved more or less to the satisfaction of the markets, Mr Major's first big gamble in not raising base rates may yet prove to have paid off.

Compromise plan for EFA radar contract

By David White, Defence Correspondent, in London

A possible compromise has emerged in the two-year-old dispute between London and Bonn over the choice of a radar for the £22bn (\$34.2bn) European Fighter Aircraft. If successful, the plan would ensure a leading share of the work for Ferranti International Signal, the troubled UK electronics group.

Ferranti, which heads one of the contending consortia for the radar contract, worth at least £1bn, said yesterday it had been discussing the compromise with Telefunken System Technik (TST), the Daimler-Benz subsidiary which is heading the rival group.

A senior UK Ministry of Defence (MoD) official last night described the proposal as "a sensible idea."

The compromise, which would involve incorporating processing technology from the West German-led radar into Ferranti's ECR90 proposal, could be linked to Daimler-Benz's taking part in a rescue operation for Ferranti.

The West German car-to-defence group is one of several companies believed to be interested in Ferranti.

However, GEC-Marconi, which is part of the current TST consortium in the radar contest, said it and its German partner were keeping to their agreement to bid together for the contract.

The TST-led group is proposing a radar known as MSD-2000, developed from the US Hughes APG-65 already in service. Fiat of Italy and IAI of Spain would collaborate in producing whichever system was chosen.

Mr David Fletcher, deputy managing director of GEC-Marconi, said there was "no question whatsoever" of striking a deal with Ferranti on the basis being suggested, with TST switching camp to become "prime" contractor for the ECR90. But he said that if the MSD-2000 were chosen "we would be delighted to put some work with Ferranti."

He said the dispute was coming "very near a disaster" because of delays being caused to the rest of the EFA programme by the failure to choose a radar. The British MoD is hoping for a decision by the end of January.

In an effort to break the deadlock, British officials asked the Germans in August for proposals to upgrade the MSD-2000 to the exacting specifications of the Royal Air Force.

The plan discussed by Ferranti and TST aims to overcome West German objections that components of the ECR90 system may not comply with standards set for the overall aircraft project. It would mean using a Motorola 32-bit processor in the place of a chip supplied by Ericsson of Sweden for the ECR90 proposal.

The compromise would be similar to the solution reached by France for the radar to equip its planned Rafale fighter, by pooling the efforts of its two major companies in the field, Thomson-CSF and Electronique Serge Dassault.

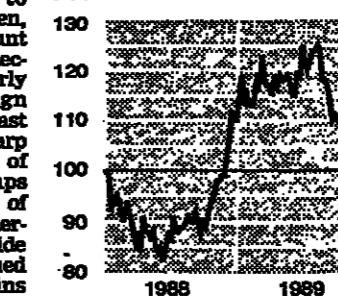
A decision has to be reached by NEFMA, the management agency representing the four governments involved in EFA, which requires a unanimous verdict.

THE LEX COLUMN

The night of the blunt knives

GEC

Share price relative to the FT-Actuaries All-Share Index



1985 1986 1987 1988 1989

pre-tax profits to £270m, one's nagging doubts about the conglomerate's internal logic are hard to dispel.

True, Trafalgar House has rebounded from the dismal days of 1988-89 and its ill-fated foray into oil and gas. And though housebuilding profits seem to have fallen 10 per cent to less than £70m, it would seem that the problem has already been accounted for in the share price. It is striking, though, that none of Trafalgar's remaining three divisions has shown especially strong operating margin gains in the last few years. Construction and engineering margins have been locked in at below 4 per cent since 1988-89 at least. On this basis, one wonders just what ownership by Trafalgar adds to, say, John Brown.

This is not necessarily an argument for a modish unbundling, not least because the old philosophy of using cash cows like contracting to fund property development is still a formula that can work. But even that theory starts to look a bit less convincing when interest capitalised has leapt up by a full 83% at the company in just 12 months.

Oils

The balance of supply and demand in the oil market is so complex that traders can get carried away by something readily understandable, such as the prospect of a cold snap. The Brent crude price is now \$5 higher than a year ago, though it has seemed for some time that OPEC is over-producing. But a series of special factors - Britain's production problems in the North Sea and the Exxon disaster - have helped protect the market from the weak fundamentals.

Whether this can continue into 1990 must be open to doubt. The latest OPEC agreement raised the production ceiling to 22m barrels a day, though it could be argued that buying Plessey is still more than the focus of speculative interest. But with yesterday's election resolved more or less to the satisfaction of the markets, Mr Major's first big gamble in not raising base rates may yet prove to have paid off.

IBM

IBM has made warning noises to Wall Street so many times this year that only the precise scale of its \$2.5bn fourth quarter write-off or of its job-cutting programme came as a surprise yesterday. That IBM is taking reducing staff numbers is welcome, but there is a danger of developing the Eastman-Kodak syndrome, in which repeated restructuring merely antagonise the remaining workforce. Wall Street's instant response, that IBM should be getting rid of four times as many people again, looks correspondingly simple-minded.

It is also arguable how far IBM's earnings decline in the last few years stems from fundamental problems with the company, requiring radical surgery, and how it is a cyclical phenomenon. Results from Ferranti, which heads one of the contending consortia for the radar contract, worth at least £1bn, said yesterday it had been discussing the compromise with Telefunken System Technik (TST), the Daimler-Benz subsidiary which is heading the rival group.

A senior UK Ministry of Defence (MoD) official last night described the proposal as "a sensible idea."

The compromise, which would involve incorporating processing technology from the West German-led radar into Ferranti's ECR90 proposal, could be linked to Daimler-Benz's taking part in a rescue operation for Ferranti.

The West German car-to-defence group is one of several companies believed to be interested in Ferranti.

However, GEC-Marconi, which is part of the current TST consortium in the radar contest, said it and its German partner were keeping to their agreement to bid together for the contract.

The TST-led group is proposing a radar known as MSD-2000, developed from the US Hughes APG-65 already in service. Fiat of Italy and IAI of Spain would collaborate in producing whichever system was chosen.

Mr David Fletcher, deputy managing director of GEC-Marconi, said there was "no question whatsoever" of striking a deal with Ferranti on the basis being suggested, with TST switching camp to become "prime" contractor for the ECR90. But he said that if the MSD-2000 were chosen "we would be delighted to put some work with Ferranti."

He said the dispute was coming "very near a disaster" because of delays being caused to the rest of the EFA programme by the failure to choose a radar. The British MoD is hoping for a decision by the end of January.

In an effort to break the deadlock, British officials asked the Germans in August for proposals to upgrade the MSD-2000 to the exacting specifications of the Royal Air Force.

The plan discussed by Ferranti and TST aims to overcome West German objections that components of the ECR90 system may not comply with standards set for the overall aircraft project. It would mean using a Motorola 32-bit processor in the place of a chip supplied by Ericsson of Sweden for the ECR90 proposal.

The compromise would be similar to the solution reached by France for the radar to equip its planned Rafale fighter, by pooling the efforts of its two major companies in the field, Thomson-CSF and Electronique Serge Dassault.

A decision has to be reached by NEFMA, the management agency representing the four governments involved in EFA, which requires a unanimous verdict.

GEC

After the early welcome given to GEC's series of joint

WICHITA has designs on high growth

WICHITA, A TI GROUP company, built on its established reputation for high quality industrial brakes and clutches to introduce innovative new products enabling the converting industry to meet demands for ever higher quality and faster throughput. As well as winning one of the prestigious 1988 British Design Awards, and the German IF Code of Industrial Design Award, worldwide sales of the new products have resulted in a doubling of the company's turnover in four years.

Wichita's Magnum brake and

Micro

achieved a substantial performance increase over its successful predecessor in a compact, clean-lined enclosure combining integral guarding with exceptional ease of maintenance - all within tight manufacturing cost constraints.

The enhanced response characteristics of the new brake could be best exploited by controllers more sophisticated than the basic mechanical and pneumatic systems adequate for its forerunners. Identifying microelectronics as the obvious technology for the controller, Wichita again called upon independent consultants to complement its own skills by injecting design input in this less familiar ground. The Micro controller shares the same clean-lined appearance with the brake and uses advanced control techniques to offer consistent, highly accurate tension control. Productivity increases stem both from greater reliability and the controller's capacity to automate many time-consuming manual set up and change over routines: flexibility to tailor controller performance to users' changing requirements also offers unrivalled investment protection.

Investment in design

What stands out clearly is that, when carefully managed, investment in product design excellence offers a high rate of return. It has

confirmed Wichita's firm conviction that it is a vital foundation on which to build world-class manufacturing performance. Extracting the utmost value from consultancy services means integrating them into the product team so that they influence the entire design. Advanced computer aided design and manufacturing technology is also contributing to the evolution of all the company's products. Those for the converting industry were just the beginning; the same commercially successful approach is now being applied to power transmission products across all the industrial, mining and marine markets that Wichita serves.

This Wichita success is a prime example of the Group's corporate approach. TI's strategic thrust is to be an international engineering group concentrating on specialised engineering businesses operating in selected niches on a global basis. Key businesses must be able to command positions of sustainable technological and market share leadership.

TI Group plc, 50 Cunard Street, London W1V 7EN. Tel: 01-499 9131

EC accord on aviation

Continued from Page 1

and technical standards, and

operates economically.

This issue has been high-

lighted recently by the Paris

Government after the

council's clear political

commitment to implement the new

principle come 1 July 1992.

FINANCIAL TIMES COMPANIES & MARKETS

Wednesday December 6 1989

• FINANCIAL TIMES 1989

INSIDE

Atchoo...and now for the profits from GEC

S&C

Lord Weinstock has a heavy cold. But the sniffles failed to dampen the GEC chairman's jocund mood yesterday as he announced a 14 per cent increase in the UK electronics group's interim profits. Teasing fellow directors for question evasion, he said events at Ferranti International Signal were being viewed with interest. He admitted that GEC had contacted Ferranti but had not spoken to Thomson-CSF, the French defence group which has expressed an interest in its troubled UK counterpart. Michael Skapinker reports. Page 30

Squid pro quo



Not since the days of Captain Nemo has squid caused so much trouble. Trawlers of the Falkland Islands have been scooping up the little cephalopods by the boatload, making big profits for themselves and the local government which sells licences to fish. The lucrative trade, however, has become a thorny political problem between Britain and Argentina, which lays claim to the fishing grounds. And there is also the problem of long-term conservation of squid stocks — trawlers pulling in as much as 70 tonnes of the tiny seabed dwellers in just one hour. Page 30

The bumpy road to Rio

What a year. Not many Brazilian investors will forget 1989. Like a rollercoaster climbing towards the big drop, there was an almost fourfold rise in share prices during the first five months. Then down equities screamed when Neil Robert Nahas, Brazil's leading speculator, defaulted in June. Now share prices have lost all the weight they managed to gain during the months following the Nahas affair — uncertainty this time being caused by the final stages of the country's first free presidential elections in 20 years adding to the usual unease over the state of the economy. Page 40

Fighting talk from Daiwa

It is easy to upset Masahiro Dozen (left). He visually highlights at unfavourable comparison between Daiwa, the second biggest Japanese securities house, and Nomura, the market leader. The newly-appointed president of Daiwa is sure that greater flexibility is the key to beating the slick Nomura machine to business in increasingly diversified markets. And there is a lighter side to his nature. For, as Stefan Wegert reports, he had enough humour to label Daiwa's October selection of 12 recommended stocks, Dozen's dozen. Page 26

Marked Statistics

Base lending rates
Benchmark Govt bonds
European option rates
FT-A indices
FT-1000
FT-1000 bond service
FT-1000 bond service
Financial futures
Foreign exchanges
London money rates

44 London share service 42-43
22 London traded options 29
22 London trad. options 29
22 Money markets 44
28 New int. bond issues 28
28 World commodity prices 28
44 World stock market index 45
44 UK dividends announced 45
29 Unit trusts 28-41

Companies in this section

Abu Dhabi Inv 31 Mellon Bank 26
Akzo 24 Merlin Savings Bank 26
Allied Colloids 25 Mitsui Bank 24
Alphameric 31 Mondadori 24
Anglo United 31 Morris Asby 35
Akins Bros 26 NEC 26
Barings 21 Northern Foods 22
Bridgeman Label 24 Northern Gannet Off 26
Carron 22 Clinton 28
Campbell & Armstrong 22 Feed Executive 31
Commercial Union 32 Renault 24
Control Securities 35 Rita Design 34
Cronite Group 34 Royal Bank of Canada 25
Crosby (James) 34 Sony 24
Deans 24 Staff Sgt Speakerman 24
Eldridge Pope 24 TBS Entertainment 30
Enser Holdings 24 Taiyo Kobo 24
Evans of Leeds 35 Tams (John) 24
FGB Group 32 Tratagier House 31
GEC 22 Tranquillite 24
Higgs and Hill 20 Tunstall 34
Inet 24 United Scientific 22
Vofex 24 Walker Greenbank 35
Meggitt 22 Windsor Life 34

Chief price changes yesterday

FRANKFURT (DM) PAIRING (FFr)
Mannes 223 + 17 Pirelli 1505 + 79
VW 4900 + 119 PTT France 1400 + 812
Daimler 605 - 27 GM 1238 + 915
Dekel (Fr) 223 - 27 Honeywell 265 + 407
Hawker Siddeley 165 - 10 Philips 170 + 95
Honeywell 223 - 75 Price 416 - 173
TOKYO (Yen)
Mannes 750 + 17 Holcim Chs 1000 + 101
Mitsubishi 1000 + 1200 + 200
Nippon Cable 1270 + 200
Shibaura Kako 1500 + 200
Tokyo Sangyo 900 + 90
Taisei 247 Taisei Pisto 1450 - 220
New York prices at 12.30

LONDON (Pounds)
Mannes 548 + 20 Land Rover 548 + 20
Mitsubishi 474 + 16 MECF 548 + 18
Nippon 231 + 8 Pirelli 544 + 18
Shibaura 1034 + 16 PTT France 559 + 13
Suzi Circle 230 + 15 PTT France 1001 + 37
Bkt Aerv 517 + 15 Philips 1000 + 25
Cantair Oil 151 + 12 PTT France 498 + 25
Laporte 94 + 12 Shell 497 + 912
Pfizer 364 + 12 Vodaphone 182 + 9
Globe 409 + 15 Feltex 24
Hannover 632 + 15 Alfed Colloids 160 - 12
Mitsubishi 576 + 15 Alphameric 34 - 12
Laporte 502 + 14 Body Shop 514 - 24

FINANCIAL TIMES

COMPANIES & MARKETS

• FINANCIAL TIMES 1989

Usinor buys CMB's tinplate unit

By George Graham in Paris

USINOR, the French state-owned steelmaker, is to buy the tinplate manufacturing subsidiary of the Franco-British CMB Packaging for FF1.5bn (£245.7m), creating the largest European tinplate producer.

The tinplate unit is CMB Acler, better known as Carmaud Bassé-Indre. It was already buying about 80 per cent of its supplies of hot coil, cold rolling and electrolytic coating with tin or chrome, from Usinor's sheet steel subsidiary, Solcas.

Its output of 360,000 tonnes a year will take Solcas to about 1m tonnes a year of tinplate and chrome plate, placing it first in

Europe and on a level with Nippon Steel of Japan worldwide.

The deal will complete the reworking of each group on its own specialities. Carmaud, the French packaging company which merged in April with Metalbox Packaging of the UK to form CMB, bought Usinor's downstream tin can operations in 1987, and is now selling to the steelmaker its own upstream activities.

"It is better to avoid getting mixed up in your client's business. This way, we each stick to the areas where we are the specialists," commented a Usinor official last night.

Usinor, chaired by Mr Francis Mer, has undertaken a wide-ranging reorganisation of its businesses, in the process returning to profit last year for the first time in 14 years. This year it is forecasting profits of about FF750m.

Mr Mer has gradually redrawn the group's boundaries, handing over control of its problem concrete reinforcing bar operations to the Italian specialist Riva, pooling its sheet-piling business with Arbed of Luxembourg and its merchant bar activities with Cockerill Sambre of Belgium and taking over Cockerill's electrical sheet sales.

Usinor also announced yester-

day that it would take a 20 per cent stake in Cockerill's reinforcing wire subsidiary, Tréfileries de Fontaine l'Eveque, possibly rising later to 49 per cent.

Last summer, he undertook a more ambitious move with the acquisition of Saarstahl, the troubled West German steelmaker which had been bailed out by the Saar regional government.

For the Wendel family, once France's leading ironmasters, yesterday's deal expected to be completed by March next year, represents one more step away from the steel industry that made its name.

As part of the Usinor purchase

of Saarstahl earlier this year, one Wendel family holding company, Marine-Wendel, agreed to sell its remaining stake in the West German steelworks Dillinger Hüttenwerke; now another Wendel holding company, CGIP, will lose its 25.5 per cent stake in CMB Packaging.

Usinor said yesterday that it would continue to work closely with CMB, the largest European packaging group and third in the world behind American National Can of the US and Toyo Seikan of Japan, on research into and protection of the use of steel in packag-

Renault and Volvo scale down merger proposals

By William Dawkins in Paris

RENAULT and Volvo, the French and Swedish car and truck makers, have scaled down far-reaching talks on a possible merger of their automotive operations, in favour of a more limited alliance. "Negotiations are slowing down, but that does not mean they will not produce a solution," Mr Roger Fauroux, the French Industry Minister, said yesterday.

The original plan would have created the world's largest truck maker, with Volvo taking responsibility for both companies' industrial vehicle activities, and Renault handling car production. Their discussions were made public less than two months ago.

They are now looking instead at possible technical and marketing alliances, said officials in Paris. The partners might also take minority stakes in each other's equity. "The aim is to look at other more practical routes to an alliance," they said.

Renault refused to comment on why this change of strategy came about or which side was the most cautious.

However, it is understood that Mr Peter Gyllenhammar, Volvo's chairman, has come under public criticism in Sweden for considering allowing a foreign group to take such a powerful position in this symbol of Swedish industrial power.

Volvo has long been seeking a big partner to help it face growing world competition. Earlier, it tried unsuccessfully to stage a merger with Saab-Scania, the rival Swedish car and aircraft group.

Renault appears to be content to proceed at a gentler pace, partly on the grounds that a deal as ambitious as the one originally envisaged needs very careful preparation.

A merger on such a scale would have put pressure on Renault to change its status as a state-owned and protected Regie, a move which risks creating serious political problems for the Paris government.

The French car group already has, by contrast, recent experience of more limited alliances that required no such change. Like the joint ventures announced this year with Chrysler of the US to make four-wheel drive vehicles, and with DAF of the Netherlands to make vans.

The French Government is, meanwhile, fighting pressure from the European Commission to do more to reduce Renault's capacity, as the condition for receiving a FF12bn (£1.97bn) government debt write-off, a requirement denounced as unfair by Mr Fauroux yesterday.

Former Nixdorf director to head Porsche

By Andrew Fisher in Frankfurt

MR ARNO BOHN, 42, former marketing director of the ailing Nixdorf computer company, will become the next chief executive of Porsche, the West German luxury sports car manufacturer.

In March next year, he will succeed Mr Heinz Bräuer, 61, who moved up to the top management position in Porsche two years ago, after its US sales slumped as a result of the October 1987 Wall Street collapse and the weakness of the dollar.

A Porsche driver himself, Mr Bohn has spent his career in the computer industry.

He resigned from Nixdorf's board in last April, admitting that important sales goals had not been met.

Mr Klaus Luft stepped down as the heavily loss-making Nixdorf's chief executive last month.

By coincidence, he is also on

the supervisory board of Porsche

— it is this upper board which

appoints the car company's top

management — but Mr Bohn said he would soon relinquish this post.

Porsche has recently experienced a considerable pick-up in its sales, having upgraded its model range to regain its image of exclusivity.

The company has said its earnings trend improved in the financial year ended July, 1989, after net profits had halved in 1987-88

to DM25m (£14m).

Turnover in 1988-89 was

DM2.5bn, an improvement of 2 per cent; profits will be announced early next year.

Mr Bohn will join the Porsche management board on January 1.

Porsche, controlled by the Porsche and Fisch families, has been the subject of vague takeover talk for the past two years.

But Mr Bohn said yesterday that the family shareholders stood firmly behind the company.

"Its equity capital situation is very good, it has no debt, and it

has big cash reserves."

One reason for Mr Bohn's departure from Nixdorf was a disagreement with Mr Luft over whether the computer company should enter into financial partnerships with stronger companies.

Mr Bohn favoured the taking of

a minority stake by an outside partner, whereas Mr Luft was firmly against giving up any of Nixdorf's independence, despite its mounting losses.

Offer in UK likely to be over-subscribed

By Clare Pearson in London

THE offer for sale of shares in the 10 water companies of England and Wales looked likely to be over-subscribed yesterday amid an last-minute rush to meet this morning's deadline for

application.

The latest available Government figures showed applications for about half the £1.2bn retail offer had been received by Monday lunchtime.

It was being taken as an enthusiastic response in the light of experience of previous big privatisations.

In the past, most applications have been delivered in the final days or before the close of the offer. This is also when cheques for the highest amounts are usually handed in.

At the same stage in the offer for British Gas in 1986, applications had come in for just a third of the shares. This offer was eventually four times subscribed.

The strong response comes despite Government concerns that the 25.5m flotation, one of the biggest in its privatisation programme, would prove unpopular with the UK public.

The basis on which shares will be allocated to the public will be settled at the weekend, when all the applications have been analysed.

The Government's advisers are now hoping that at least a million applications will be made.

This would be more than enough to trigger the clawback arrangements which make shares available to the public at the expense of institutional investors.

If these arrangements were fully put in place, the proportion of the total offer available to the public would rise from about 23 to about 46 per cent.

The basis on which shares will be allocated to the public will be settled at the weekend, when all the applications have been analysed.

The clawback will be triggered when the public's share of the offer reaches 46 per cent.

The offer will be open to the public on Monday morning to take last-minute

deliveries.

The Government's advisers are

now hoping that at least a million applications will be made.

This would be more than enough to trigger the clawback arrangements which make shares available to the public at the expense of institutional investors.

If these arrangements were

fully put in place, the proportion of the total offer available to the public would rise from about 23 to about 46 per cent.

The basis on which shares will be allocated to the public will be settled at the weekend, when all the applications have been analysed.

The clawback will be triggered when the public's share of the offer reaches 46 per cent.

The offer will be open to the public on Monday morning to take last-minute

deliveries.

The Government's advisers are

now hoping that at least a million applications will be made.

This would be more than enough to trigger the clawback arrangements which make shares available to the public at the expense of institutional investors.

If these arrangements were

fully put in place, the proportion of the total offer available to the public would rise from about 23 to about 46 per cent.

The basis on which shares will be allocated to the public will be settled at the weekend, when all the applications have been analysed.

The clawback will be triggered when the public's share of the offer reaches 46 per cent.

The offer will be open to the public on Monday morning to take

INTERNATIONAL COMPANIES AND FINANCE

Bank merger inside deals ruled out

By Stefan Wagstyl in Tokyo

THE TOKYO Stock Exchange has found no evidence of insider dealing behind a sudden surge in share prices ahead of the announcement in August of the planned mega-merger between Mitsui Bank and Taiyo Kobe Bank.

The stock exchange yesterday said the investigation was complete and the results had been sent to the Ministry of Finance, which would decide what to do next. The stock exchange said it had done its best in investigating the allegations.

The failure to find evidence

could expose the Japanese authorities to renewed foreign criticism of trading practices in the Tokyo market.

Foreign pressure was largely responsible for putting Japan towards passing a new law in April that outlawed insider dealing. It specified that company employees and others who might know in advance of corporate moves, including mergers, would be guilty of insider trading if they took advantage of their information to trade.

The shares of both Taiyo Kobe and Mitsui rose sharply in the last trading day before the merger was announced. The stock exchange started an investigation immediately after the merger was made public.

Brokers told investigators that many orders for Taiyo Kobe shares were handled by Shin Ichino Securities, affiliated to the bank. Ichino has said these orders were stimulated by a routine recommendation of Taiyo Kobe stock.

A senior Ministry of Finance official said insider trading was not well understood in Japan. Even though the law was in place it would take time before

it would be effective.

His comment is borne out by the fact that newspapers frequently referred to the Recruit scandal as an affair involving insider dealing – even though it actually concerned the sale of shares on favourable terms of an unquoted company. No insider dealing – indeed no stock market dealing of any kind – was involved.

Several other stock exchange investigations into suspicious price movements, carried out after the new law was passed, have also produced no evidence of insider dealing.

British Land suspension stirs speculation

By Paul Cheeseright, Property Correspondent

BRITISH LAND, the fifth largest UK property group, will unveil today a scheme which it says "will maximise shareholder value" and may involve some capital restructuring.

Deals in British Land shares were suspended yesterday morning after they had risen 14p to 35p, pending an announcement of proposals which "do not involve an offer for the company."

Speculation in the City quickly centred on the possibility that British Land would be selling Plantation House, its most famous and obviously tradable asset, probably for about £350m.

Plantation House and adjacent buildings owned by British Land provide more than 50,000 sq ft of office space in the City of London. There has been chatter for some years

that Mr John Rithiat, the British Land chairman, would sell the property to a foreign buyer.

But the Stock Exchange is reluctant to suspend share dealings and such suspensions are now rare. It seems unlikely that trading in British Land shares would have been stopped for a single property sale, even though that property represents a hefty chunk of British Land's £1.45bn portfolio. If this is the case, British Land's proposals "to maximise shareholder value" probably involve either the sale of Plantation House or other properties as part of a wider scheme or a restructuring of the group's capital.

In either event the underlying motive would probably be to raise the value of British Land issued securities to a level around that of the

group's net asset value.

British Land's last published net asset value was £31p a share and it is reasonable to assume that this figure would rise during its financial year, to next March, to between 50p and 55p. Recently, though, British Land might also have been contemplating a degree of unbundling, by divesting off properties or groups of properties. A new capital structure could be created with British Land in the middle, holding stakes in a variety of smaller companies.

One way of increasing British Land's value to its shareholders would be to sell British Land properties into a fund, possibly financed by leading overseas institutional investors from the US and Japan, in which British Land would have an equity stake and a management role.

This would release cash for investment during a period

when the downturn in the market suggests there might be forced sales. At the same time, it would give British Land a stake in future lifts in the value of the properties.

But British Land might also have been contemplating a degree of unbundling, by divesting off properties or groups of properties. A new capital structure could be created with British Land in the middle, holding stakes in a variety of smaller companies.

The stock market has suspected that something is in the offing. Since Monday of last week, when British Land shares closed at 30p, the price has risen sharply. Between then and yesterday, British Land's market capitalisation increased from £665.8m to £807.5m, prompting the suspension of the shares.

The company also launched

two workstations in its News family based on the fashionable Unix operating software.

The more powerful machine is based on a special micro-processor chip developed by the US company MIPS, which gives a fourfold increase in power over Sony's earlier machines.

Despite the success of

Toshiba in portable computers and Epson in printers, Japanese companies have not been able to repeat their domination of electronics markets, through video recorders and television, in small computers.

Already, Mr Nakamura said, Sony was unable to compete outside Japan with low-end machines manufactured in Taiwan and Hong Kong.

The company intended to strengthen its network of distributors and niche market specialists.

Mr Nakamura said the company believed that, for the moment, selling hardware alone would prove more profitable than attempting to sell systems solutions.

Italian journalists strike for curb on Berlusconi

By John Wyles in Rome

FEARS that Mr Silvio Berlusconi may soon add control of the Mondadori publishing group to his dominant position in Italian commercial television have sparked strike action by Mondadori journalists.

Political demands for an anti-trust law to curb media concentrations were growing yesterday.

La Repubblica, Italy's best-selling national daily failed to appear yesterday because of a strike by journalists still loyal to their founding editor, Mr Eugenio Scalfari, although he was instrumental in selling the newspaper to Mondadori last June.

Journalists were also organising protest stoppages throughout Mondadori's Italy's best-known publishing group.

Mr Scalfari, who is now a member of the Mondadori board, told his staff on Monday that a new management regime would have to sack him, because he would not resign.

The possibility has aroused considerable glee in that wide swath of the Italian political

elite that is not controlled by

Mr Berlusconi.

Mr Scalfari, whose only newspaper is *Il Giornale*, which has a relatively low circulation. The DC leadership in the lower parliamentary house decided yesterday to devise anti-trust clauses for the media for insertion in a general anti-trust bill which is still in committee.

Mr Carlo De Benedetti, was

yesterday preparing for a meeting tomorrow of the Mondadori board, which is guaranteed to go smoothly following the resignation last weekend of the Formonton family representatives.

Comprised entirely of 10 De Benedetti representatives and supporters, the board will call a special shareholders meeting to decide on a capital increase.

Mr De Benedetti is confident

that this exercise will yield

him full control of Mondadori

because of the structure of the company's capital, which is

nearly equally divided between

ordinary and privileged shares.

The Amef holding company, now controlled by the Formonton-Berlusconi axis, has 30.3

per cent of the ordinary shares, but, as far as is known, none of

the privileged.

Mr De Benedetti has 17.1 per

cent of the ordinary and 7.1 per

cent of the privileged. If both sides fully underwrite their entitlement then Amef would lose its majority of ordinary shares to Mr De Benedetti, whose crucial card is his control of privileged shares.

The Amef holding company, now controlled by the Formonton-Berlusconi axis, has 30.3

per cent of the ordinary shares, but, as far as is known, none of

the privileged.

Mr De Benedetti has 17.1 per

cent of the ordinary and 7.1 per

cent of the privileged. If both sides fully underwrite their entitlement then Amef would lose its majority of ordinary shares to Mr De Benedetti, whose crucial card is his control of privileged shares.

The financial newspaper *Les*

Echos, owned by UK group

Pearson – to which the *Financial Times* belongs – holds

another 3.67 per cent stake,

which it also wants to sell.

La Cinq's popularity has

grown recently, and it now

accounts for 15 per cent of a

market served by seven televi-

sion stations. However, it has

regularly broken official limits

on advertising times and the

broadcasting of non-European

programmes such as US thrillers.

• Compagnie Financière de

Suez, the French holding com-

pany, said Japan's Chiyoda

Mutual Life Insurance had

bought an 0.84 per cent stake

in Suez's capital in a block

trade, Reuter reports.

IT'S NO SMALL STEP TO VENTURE OUT ON YOUR OWN

Spending your business and reaching the wider horizons is an easy step. But not out of reach if you're made of the right stuff.

As teamwork took man to the moon, so

today's business ventures need strong outside

support. From people with their feet on the ground.

IT'S NO SMALL STEP

TO VENTURE OUT

ON YOUR OWN

The venture capital investment team at Murray

Johnstone is one of the largest and most experienced

in the UK, with some £200 million of funds available

for venture capital investment.

Nineteen dedicated professionals helping

companies break new ground; develop new products.

Reacting quickly and efficiently. Evaluating all types

of investment opportunity. Providing finance for

development, expansion and acquisition projects.

Organising management buy-outs and buy-ins.

Helping you move on up. With a full after care

service to call on when you need it. Friendly working

partners who add specialist expertise where it

counts.

So aim high, based on the best down to earth

experience. After all Murray Johnstone has probably

ventured there before.

Ring Iain Tulloch or David MacLellan on 041-226

3131 for more details or fill in the coupon below.

Murray Johnstone Limited

Registered Office: 7 West Nile Street,

GLASGOW G1 2PX.

To Murray Johnstone Limited, Venture Capital Dept., FREEPOST, Glasgow G1 2BR.

Please send me details of Murray Johnstone Venture Capital Activities.

NAME _____

ADDRESS _____

POSTCODE _____

SIGNATURE _____

FT30/11

The Speaker of the Board of the Deutsche Bank AG

Dr. Alfred Herrhausen

has been killed in a terrorist attack

Dr. Alfred Herrhausen's death represents the loss of a figure who has played a decisive role in guiding and shaping the economy of the Federal Republic of Germany.

The City of Frankfurt, where he worked for many years and to which he felt particularly close, mourns a man who was a far sighted and committed liberal thinker and manager.

Frankfurt am Main will always honour the memory of Dr. Alfred Herrhausen.

The City Parliament

Hans Busch

Speaker of the City Parliament

The City Government

Dr. Volker Hauff

Lord Mayor



THE BANKS WE ADVISE HAVE CERTAINLY PUT US IN OUR PLACE.

According to the rankings of *U.S. Banker*, more U.S. banks turned to Salomon Brothers as an M&A advisor in the first six months of 1989 than to any other firm.

So if you're considering any M&A activity in the banking industry, anywhere in the world, wouldn't it make sense to keep our number in mind?

Salomon Brothers

INTERNATIONAL COMPANIES AND FINANCE

Deere reports big increase in US farm sector buying

By James Buchan in New York

DEERE, the leading US maker of farm machinery, yesterday reported sharp increases in sales and net income for its fourth quarter to October because of good demand from farmers in the Mid-West.

But profits were held back by a factory strike and were a little less than Wall Street had hoped.

Deere, based in Moline, Illinois, said earnings in its fourth quarter to October rose 22 per cent from the 1988 fourth quarter to \$103.2m or \$1.37 a share. Sales of farm and industrial equipment to dealers rose 17 per cent to \$1.75bn.

The strong fourth-quarter performance helped lift earnings to \$380.2m or \$5.06 a share, up 21 per cent from 1988 as a whole. Sales of equipment were up 16 per cent at \$6.23bn.

In the fourth quarter, which spanned the main harvesting season, profits from equipment sales rose 27 per cent to \$6.3m, while earnings from providing credit, insurance and health care went up 42 per cent and \$3.6m. Sales of equipment

advanced 25 per cent in North America in the fourth quarter. For 1990, Deere plans to increase its production tonnage by 5 per cent, with the biggest increases in lawn and grounds care equipment, which were affected by a four-week strike in the fourth quarter.

The company expects retail sales of its farm and industrial equipment - mostly for the construction industry - to rise in North America in the current business year.

Mr Robert Hanson and Deere's chairman said: "The recovery in volume in recent years has been very important to our improved results, and this favourable trend is expected to continue in 1990."

He added that new product start-up costs were largely behind the company.

Under new accounting rules, Deere is consolidating its financial services operations. This did not affect earnings, but means that reported revenues in the fourth quarter and 1989 as a whole were \$2bn and \$7.22bn.

Intel and NEC settle software dispute

By Louise Kehoe in San Francisco

ONE of the most bitter and prolonged legal disputes between US and Japanese chip makers has been resolved in an out of court settlement. Intel Corporation of the US and NEC of Japan have agreed to resolve all outstanding issues in their microprocessor copyright and unfair trade dispute, which began five years ago.

Intel had charged that NEC was infringing its copyrights when it cloned the "microcode" or internal software instructions that manage the operations of its 3035 and 3038 microprocessors. The chips are widely used in personal computers.

The case set legal precedents in the area of software copyright by establishing that microcode, although an integral part of a microprocessor,

was protected by copyright. The dispute also came to symbolise a much broader conflict between US and Japanese chip makers involving allegations of "unfair trade" and alleged Japanese copying of US technology.

In a terse joint statement, the companies said yesterday that details of the settlement will not be disclosed. "All remaining issues have been disposed of, the parties have stipulated that the judge's decision will become a final judgment," they said.

An NEC charge that Intel had engaged in unfair competition by casting aspersions on its competitor, suggesting that NEC microprocessors might become the subject of a copyright infringement legal dispute,

pute, was to have been tried next month.

In February, Intel suffered a setback in the legal battle when a judge ruled that although its microcode could be the subject of a copyright, the company had forfeited its rights by failing to affix copyright labels to thousands of microprocessor chips.

The judge also ruled that NEC's "reverse engineered" version of the microcode did not infringe Intel's copyrights. Intel had vigorously disputed interpretations of the ruling that characterised it as a defeat. Nonetheless, legal experts said the ruling meant competitors could legally "clone" microcode if they could prove they had not copied the original. Intel said that

although it did not agree with parts of the ruling it had settled rather than continue the costly litigation. The case centres on a "10-year-old product that represents less than 1 per cent of our [annual] revenues," it added.

Microprocessors are one of the few sectors of the semiconductor market in which US companies maintain a significant lead over Japanese competitors. Intel is the world leader in the microprocessor market.

The main question left unresolved by the settlement is whether NEC and other competitors are now free to attempt to "clone" Intel's latest microprocessor products, which represent nearly 20 per cent of its revenues.

Mellon Bank to buy 54 US branches from Meritor

By Karen Zagor in New York

MELLON Bank, the big US bank which is expected to post profits this year for the first time since 1986, yesterday said it would acquire 54 branch offices from a unit of Meritor Savings Bank for about \$350m, but not less than \$300m.

Mr Frank Cahone, chairman and chief executive of the recently restructured Mellon Bank, said the deal would be financed by issuing about \$200m in Mellon common and preferred stock and

about \$100m of subordinate debt. The Meritor branch offices have deposits of about \$5.2bn.

These, Mellon said, would increase its share in the five-county Philadelphia deposit market, the fourth biggest metropolitan area in the US, to 14 per cent from about 5 per cent. The Pittsburgh-based bank added that it would pay a premium of about 6.5 per cent for the deposits. Mr Cahone said he did not expect any dilution of earnings to result from the transaction in the first three years "on an as-reported earnings basis".

Mellon will receive about \$4.9bn in Meritor assets as compensation for liabilities assumed, including \$2.7bn of US government agency mortgage-backed securities and \$1.5bn of family mortgage loans. Shares in Mellon had slipped 3% to \$29 at mid-day in New York.

Moody's markdown adds to pressure on Bond empire

By Bruce Jacques in Sydney

PRESSURE continued yesterday on the troubled empire of Perth businessman Mr Alan Bond. The day started with US-based Moody's Investors Services lowering its rating on the main Bond bond.

Bond Corporation shares gained 1 cent to 21 cents yesterday, while Bond Metals shares ended 1 cent to 15 cents, still 5 cents above the implied value in the proposed bid for the company from Mr Kerry Packer.

Shares in FAI Insurances, the listed company with the biggest Bond exposure, recovered 2 cents to \$42.40, and the chairman, Mr Rodney Adler, said he was "perfectly happy with the situation." FAI has loans of almost \$452m to Bond companies, but Mr Adler believes security is adequate.

A Hong Kong-listed Bond Corporation International (BCIL) was downgraded by Moody's to Baa3 from Baa2. The latest move comes just three days before the next deadline for Bond Corporation to formally begin the long-delayed sale of its brewery operations to Lion Nathan, the New Zealand brewer.

The brewery deal is due to begin by Bond launching a \$1.60 (\$1.25) a share takeover bid for outstanding shares in its offshoot, Bell Resources. But Australian stock markets signalled they were almost in chance of this going ahead by marking Bell Resources' shares down a further 3 cents to 47 cents. The shares had earlier equalised their all-time low at 43 cents.

Negotiations are continuing between Bond and Lion Nathan on changes which may allow the brewery deal to proceed. But matters may have

been complicated by the move for board control of Bell by its 19.9 per cent shareholder, the Adsteam group, run by high-profile Australian investor, Mr John Spaltini.

Bond Corporation shares gained 1 cent to 21 cents yesterday, while Bond Metals shares ended 1 cent to 15 cents, still 5 cents above the implied value in the proposed bid for the company from Mr Kerry Packer.

Shares in FAI Insurances, the listed company with the biggest Bond exposure, recovered 2 cents to \$42.40, and the chairman, Mr Rodney Adler, said he was "perfectly happy with the situation." FAI has loans of almost \$452m to Bond companies, but Mr Adler believes security is adequate.

A Hong Kong-listed Bond Corporation International (BCIL) was downgraded by Moody's to Baa3 from Baa2. The latest move comes just three days before the next deadline for Bond Corporation to formally begin the long-delayed sale of its brewery operations to Lion Nathan, the New Zealand brewer.

The brewery deal is due to begin by Bond launching a \$1.60 (\$1.25) a share takeover bid for outstanding shares in its offshoot, Bell Resources. But Australian stock markets signalled they were almost in chance of this going ahead by marking Bell Resources' shares down a further 3 cents to 47 cents. The shares had earlier equalised their all-time low at 43 cents.

Negotiations are continuing between Bond and Lion Nathan on changes which may allow the brewery deal to proceed. But matters may have

Australian regulators veto meeting of Qintex

By Bruce Jacques in Sydney

THE National Companies and Securities Commission (NCSC), Australia's corporate regulator, has vetoed plans by Qintex, the failed media and resorts group, to have fees paid to management approved at a shareholders' general meeting.

Mr Ray Schoer, the NCSC's executive director, said yesterday such a meeting "would no longer be appropriate". This follows an earlier statement welcoming the proposal for a meeting from Mr Christopher Skase, the Qintex chairman.

The management fees involve up to \$42m (\$35m) paid to companies associated with Mr Skase and some fellow directors, some of which reflected reimbursement of expenses and payment for other services.

Mr Schoer indicated yesterday that the placing of Qintex Australia and several of its subsidiaries in receivership had put the proposed meeting in a new light. The commission is reinforced in this view by the possibility that there will be a deficiency of assets over liabilities in Qintex Australia, he said.

• Nippon Shimbun of Japan is taking legal action to recover about \$65m it loaned to Qintex after APDV reaps.

Nippon Shimbun has filed suit in the Queensland Supreme Court seeking repayment of the loan and interest of around \$1.7m from the company and its chairman. Nippon Shimbun and Mitsui & Co. of Japan own 49 per cent of Qintex's Mirage Resorts.

Royal Bank of Canada raises loan provisions

By Robert Gibbons in Montreal

THE Royal Bank of Canada, Canada's largest chartered bank, saw profits drop for the year following a big increase in provisions against Third World loan losses.

The bank posted a net profit of C\$952m (\$457m) on \$3.55 a share for the year ended October 31, down 26 per cent from C\$1.01m, or \$4.25, in fiscal 1988. The results reflect a \$1.1bn addition to Third World loan loss reserves, against \$360m a year earlier.

Excluding the special provision, fully-diluted earnings would have been equal to \$7.13 a share, up 30 per cent from fiscal 1988.

Return on assets would have been 0.9 per cent, against 0.79 per cent and return on equity

2.2 per cent, against 1.9.5 per cent. The fourth quarter showed a loss of \$1.05m on \$1.14 after the special provision, against net profits of \$22m or \$1.49 a year earlier.

Domestic business was strong and loans to the North American resource sector improved in performance, said the investment banking subsidiary also did better.

The quarterly dividend is being increased from 65 cents to 68 cents with the February 28 payment, and the common shares will be split two-for-one, effective February 3 next.

The bank says it also plans to raise new permanent capital by issuing more common and preferred stock later in fiscal 1991.

Provinssbanken A/S

U.S.\$60,000,000

Floating Rate Capital Notes 2000

For the six month period

6th December, 1990 to 6th June, 1990

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 8% per cent, per annum, and that the interest will be paid on the relevant interest payment date, 6th June, 1990, against Coupon No. 9 will be U.S.\$211.70.

S.G. Warburg & Co. Ltd.

Agent Bank

Notice
U.S.\$500,000,000
Goldman, Sachs & Co.
Floating Rate Notes due December 1990

Notice is hereby given by Goldman, Sachs International Limited as Calculation Agent for the Floating Rate Notes due December 1990 of Goldman, Sachs & Co. that the fifth Interest Payment Date (as defined in such Notes) shall be March 5, 1991 and the Rate of Interest for the fifth Interest Period (as defined in such Notes) shall be 8 1/4%. This results in an interest payment of \$2,171.88 for each U.S. \$100,000 principal amount of Notes.

December 6, 1990

About Step One, here's what you ought to know. When you buy a Financial Security insured issue, you're getting an investment grade transaction backed by specific collateral.

That's substantial protection against event risk even before we apply our AAA/Aaa guarantee.

Triple A

Your next line of defence is us. Financial Security Assurance. And our AAA/Aaa rated, 100% guarantee of principal and interest.

We structure each transaction carefully and monitor it right through to maturity. And each security we guarantee must pass rating agency scrutiny.

We're free from event risk
As a fully regulated New York based

**FINANCIAL
SECURITY
ASSURANCE.**

We make strong securities stronger.

This advertisement has been approved by Touche Ross & Co. who are authorised to carry on Investment Business by the Institute of Chartered Accountants in England and Wales.

INTERNATIONAL COMPANIES AND FINANCE

Tranquillidade sell-off nets record

By Patrick Blum in Lisbon

THE PART-privatisation on Monday of Companhia de Seguros Tranquillidade, a leading Portuguese state-owned insurance company, raised record revenues for the Government, with demand for shares exceeding supply by more than eight times.

Share prices rocketed under the impact of demand, led by the Espírito Santo group representing the interests of the Espírito Santo family. Tranquillidade's owners before the company was nationalised during Portugal's 1976 revolution.

The family, which is still in dispute with the Government over compensation, had made clear its intention of regaining control of its former company. Initial estimates suggest that it is well on the way to achieving that objective.

According to analysts, the family group was able to secure, directly and indirectly through allied Portuguese companies, about 50 per cent of the company's 40 per cent shareholding sold



Miguel Cadilhe: "Most successful sell-off yet"

by the Government. This gives it control of 30 per cent to 33 per cent of the company, and places the group in a favourable position when the remaining 50 per cent of the company is sold next year.

The strong demand pushed

prices up to near Esc20,000 (\$123.5) per share, almost five times the initial Esc4,400 price per share allocated to the company's employees.

Shares were sold in separate tranches with preferential prices for company employees and small local investors. The price of shares for leading investors averaged Esc13,000 to Esc14,000 per share.

At the end of a hectic day of trading, the Government had raised Esc25.8m through the sale. A jubilant Mr Miguel Cadilhe, the Finance Minister, said it was "the most successful yet of all the Government's privatisations."

Analysts concurred with the general mood of euphoria. "It shows how much money there is available [for investment]. It is very good news all round. It is good for the budget, it is good for Espírito Santo and it is good for the market," one analyst said.

Another analyst suggested that the success of the flotation

would put pressure on the Government to accelerate its privatisation programme. "The Government must do this to give more choice to investors and to prevent prices of single issues rising so high."

The amount raised for just under half of the company exceeded the Esc24m valuation for the whole company carried out in late 1988.

The difference is thought to have been caused partly because of the strong interest of the Espírito Santo group, partly as a result of an under-valuation of the company, and partly because the valuation failed to take fully into account the company's real estate assets whose value has soared along with local property prices over the past two years.

International investors including two leading French insurance companies are thought to have secured only a small number of shares despite their strong interest in Tranquillidade.

De Benedetti cousins share stage

Mr Carlo De Benedetti is accustomed to the financial limelight. The dynamic entrepreneur's sudden swoop on Italian and foreign companies make page one headlines, writes Daniel Elegreen of Reuters.

But his little-known cousin, Camillo, is "creeping out" of Carlo's shadow.

Carlo stole some of Carlo's thunder over the weekend when he bought a share in control of La Fondiaria, the large insurer, for L3.600m (\$2.75m) from Ferruzzi Finanziaria, Mr Raul Gardini's agribusiness holding.

"I don't think anyone thought Camillo De Benedetti would come away with Fondiaria," said Mr Enrico Ponzone, Italian market analyst at London's Kleinwort Benson.

Rumours swirled for weeks that Fondiaria was up for sale. But there was speculation that Assicurazioni Generali, Italy's largest insurer, would buy Fondiaria.

On Saturday, Ferruzzi Finanziaria announced it agreed to sell its 51 per cent stake in the

insurer — the country's third largest — to Gaic, Mr Camillo De Benedetti's investment concern.

In effect, a minnow is swallowing a sea bass.

Gaic ranks 99th in terms of capitalisation on the Milan bourse of L384m, while Fondiaria ranks 10th. Gaic, involved in a range of merchant banking activities, reported net profit of L68m for the year ending June 30 1988.

"I am not sure how Gaic is going to finance this," said Mr Ponzone, echoing the view of several brokers and analysts.

Gaic has not given details of funding for the acquisition.

It will receive L900m from Ferruzzi, which is buying joint control of the company, as part of the Fondiaria agreement.

There is also speculation in the market that the Long-Term Capital Bank of Japan, which owns a small stake in Paleocapa, Mr Camillo De Benedetti's family holding, may help finance the Fondiaria deal.

Share-trading in Gaic, Fondiaria and Ferruzzi Finanziaria, Mr Gardini's agribusiness holding, acquired a 15 per cent

stake in Gaic. In turn, Camillo took an interest in a Carlo De Benedetti unit.

Thus far, the alliance between the two men remains at the shareholding level and they run two separate business groups.

Unlike his cousin, Camillo shies away from publicity and controversy. The Turin native did not even attend the news conference last Saturday to announce the Fondiaria purchase.

He never gives interviews and is said to have adopted the discreet style of his friend Mr Enrico Cuccia, recognised as Italy's foremost dealmaker for decades at Mediobanca. He is also a long-time friend of Mr Gardini, the chairman of Ferruzzi.

Despite the Fondiaria move, Camillo, 56, has not knocked Carlo off centre-stage.

Carlo remains on the front page after a bitter battle broke out at the weekend with Mr Silvio Berlusconi for control of the Mondadori publishing group.

A HIGH INTEREST CHEQUE ACCOUNT IN JERSEY...



If you live or work abroad, you're probably paying the bills back home with a British current account.

Which means you'll be sacrificing the higher rate of interest you could be earning in a Barclays Jersey Prime Account.

Not only do we offer our customers a high rate of interest linked to London's money market but also instant access to their cash in the form of a cheque book.

If you hold between £1,000 and £2,499 you will receive 11.8%* interest paid gross, quarterly.

And if you hold £2,500 or more you are eligible for an even higher 12.2%* paid gross, quarterly.

Withdrawals can be written for any amount providing you have the money in your account. And we'll also throw in the first 12 debit entries (cheques, standing orders or direct debits) each quarter, free of charge.

To open a Prime Account in Jersey just fill in the coupon below.

You'll find Barclays Prime Account pays more than just the bills.

*Correct as of 23/10/89 but may vary. Cheques requiring clearance will earn interest after three business days.

To: Barclays Jersey Prime Account Office, Dept. ZD, Telephone No: 0354 78511. If we enclose a cheque for £

Barclays Bank PLC has its principal place of business in London.

Deposits made with offices of Barclays Bank PLC in Jersey, are not covered by the Deposit Protection Scheme under the Banking Act 1987.

The paid-up capital and reserves of Barclays Bank PLC exceed £5,700m.

Please open a Prime Account.

IN BLOCK CAPITALS.

1. Mr/Mrs/Miss Surname(s)

Forenames

2. Mr/Mrs/Miss Surname(s)

Forenames

Signature(s)

BARCLAYS

Postcode

Bank Sorting Code No.

JERSEY PRIME ACCOUNT

ALL PARTIES SHOULD SIGN THE APPLICATION FORM ADDITIONAL SIGNATURES MAY BE NEEDED AT THE DISCRETION OF THE MANAGER. GROSS RATE IS THE INTEREST PAID WITHOUT DEDUCTION OF TAX. INDIVIDUALS SHOULD CHECK THEIR OWN TAX POSITION AS THERE MAY BE A POTENTIAL LIABILITY. TERMS AND CONDITIONS WILL BE SENT TO YOU WITH YOUR ACCOUNT OPENING PACK.

...THAT PAYS YOUR BILLS BACK HOME.

15 Library Place, St. Helier, Jersey, Channel Islands.

(min. £1,000) payable to Barclays Bank PLC.

If more than two please complete details on a separate sheet and attach to application.

Address _____

Postcode _____

Tel: Home _____ Business _____

Bankers Name _____

Address _____

Postcode _____

Bank Sorting Code No.

JERSEY PRIME ACCOUNT

Manual

The Financial Times has always been the place to look for accurate financial statistics. That's taken as read.

But tracking them automatically, was never as straightforward. You may have had to collect prices manually, or extract them from piles of back editions.

A painstaking and costly business.

That's why the FT created Finstat, the Financial Times Statistics Service,

to bring you vital statistical data from 18 years of FT archives. Instantly, comprehensively and in a form that suits you.

First, Finstat offers the Electronic Data Feed, which delivers FT prices, current and historical, by automatic feed or disk to your PC. Then there's Finview, the viewdata unit trust price and information service; Stats Pack,

fund performance statistics on paper or disk; and Rate Update, the essential guide to life assurance rates.

To find out more, tick the relevant boxes and send the coupon to Finstat, 126 Jermyn Street, London, SW1Y 4UJ. Or call us on: 01-925 2323.

Then get rid of those old newspapers and move on to more pressing issues.

Automatic

Please send me details on

Electronic Data Feed Electronic Stats Pack

Finview Stats Pack Rate Update.

Name _____

Position _____

Address _____

Tel _____

FINSTAT, 126 Jermyn Street, London SW1Y 4UJ.

FINSTAT

THE FINANCIAL TIMES STATISTICS SERVICE

NEW ISSUE

15,000,000 Shares

Bankers Trust

Commercial Savings

These securities were offered in the United States and elsewhere.

United States Offering
5,200,000 Shares

The First Boston Corporation
Shearson Lehman Hutton Inc.
Dean Witter Reynolds Inc.

Bear, Stearns & Co. Inc.
Kidder, Peabody & Co.
Salomon Brothers Inc.
A.G. Edwards & Sons, Inc.
Advest, Inc.
First Manhattan Co.
Mabon, Nugent & Co.

Donaldson, Lufkin & Jenrette
Montgomery Securities
William Blair & Company
Oppenheimer & Co., Inc.
American Securities Corporation

Drexel Burnham Lambert
PaineWebber Incorporated
Dain Bosworth
Piper, Jaffray & Hopwood
Anderson & Strudwick
John G. Kinnard & Company
Wedbush Morgan Securities

International Offering
1,300,000 Shares

Credit Suisse First Boston Limited
Shearson Lehman Hutton
Dean Witter Capital Markets—
Cazenove & Co.

N M Rothschild & Sons Limited

Toshiba Corporation

through

Toshiba America Medical Systems, Inc.
has purchased the
Magnetic Resonance Imaging Division

of

Diasomics, Inc.

The undersigned acted as financial advisor to
Toshiba Corporation.

Daiwa Securities America Inc.

November 1989

FOR SALE AT AUCTION:

Two 128,000 DWT Bulk/Oil Carriers.

SS "JADE PHOENIX" • SS "GOLDEN PHOENIX"

Built in 1978, both vessels are converted (1982) LNG carriers with overall length of 931'6". Dead weight at designed draft (57'1") is 127,000LT. Present configuration: 9 cargo holds. Powered by steam turbine, 2 water tube boilers.

Vessels have been in deep lay-up from March/April 1985 in Labuan, Malaysia. Deactivation is in accordance with ABS and Salvage Association Certification and vessels are currently under the care of B-P Shipcare, Ltd.

Court auction will be held Jan. 26, 1990, at 10 A.M. in Kota Kinabalu, Borneo. Vessels may be purchased individually or separately. U.S. citizen bidders only. Creditors reserve the right to bid. For complete information, contact any of the following:

Bankers Trust Company
New York (212) 850-3015 (John Coyne)
London 01-982-2148 (Christopher Lloyd)
Hong Kong 5-846-7611 (Vincent Wong)

U.S. Maritime Administration
Washington, D.C.
(202) 366-5744 (Mitchell Lax)

The Export-Import Bank of Korea

Floating Rate Notes due 1995

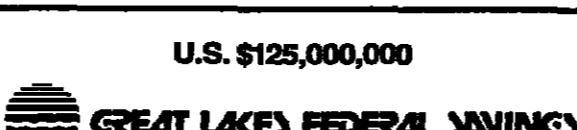
In accordance with the provisions of the Notes, notice is hereby given that for the six months interest Period from December 6, 1989 to June 6, 1990 the Notes will carry an Interest Rate of 8.74% per annum. The interest payable on the relevant payment date, June 6, 1990 against Coupon No. 9 will be U.S. \$21,228.13 and U.S. \$426.56 respectively for Notes in denominations of U.S. \$500,000 and U.S. \$10,000.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank



December 6, 1989

U.S. \$100,000,000



Collateralized Floating Rate Notes Series A due December 1997

In accordance with the provisions of the Notes, notice is hereby given that for the three months Interest Period from December 6, 1989 to March 6, 1990 the Notes will carry an Interest Rate of 8.74% per annum. The interest payable on the relevant payment date, March 6, 1990 will be U.S. \$2,203.13 per U.S. \$100,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank



December 6, 1989

INTERNATIONAL CAPITAL MARKETS

Positive issue from Boots takes traders by surprise

By Andrew Freeman

THE BELEAGUERED market for corporate borrowers took a positive step forward yesterday when Credit Suisse First Boston brought a \$175m seven-year Eurobond for Boots, the UK specialist retail chain and pharmaceuticals group.

The issue, launched as a fixed-price reoffering, surprised

the underwriting banks. A lead group of CSFB, J.P. Morgan and Morgan Stanley, is understood to have taken roughly 85 per cent of the issue and from last Thursday was working at pre-placing the bonds.

A relatively slow initial response from investors led to fears the deal may struggle, but this proved chimerical as the launch spread of 100 basis points over US Treasuries found strong interest. Unlike the Reed deal, demand was mainly institutional due to the longer maturity of the bonds.

CSFB broke the syndicate quickly after announcing the final pricing, and the bonds traded at 100.15 bid, implying a spread over Treasuries of around 98 basis points and a good profit for the underwriters.

Proceeds were thought not to have been swapped.

Three Ecu deals, two of them reopenings of existing issues, emerged to meet what traders said was steady demand, par-

ticularly from central banks. Merrill Lynch was the first in the market with an Ecu5m five-year fungible deal for Österreichische Kontrollbank. The bonds were quoted comfortably inside fees at less 1.80 bid. UBS Phillips & Drew reopened an Ecu10m deal for Crédit Foncier with an Ecu5m tranche, and was quoting the paper at 97.55, well inside fees. The small underwriting group meant there was no real grey market in the bonds.

Later in the day, Deutsche Bank Capital Markets brought an Ecu10m five-year deal for the World Bank. An official said most business would be done today, but was quoting the paper at less 1.65 fees in early trading.

Hambros Bank was the lead manager of its second Canadian dollar deal, a C\$10m two-year issue for Svenska Handelsbank. The bonds offered a spread of 49 basis points over the equivalent government bonds, and were trading at less 1.10 bid, inside fees.

Late in the day, Deutsche Bank Capital Markets brought an Ecu10m five-year deal for the World Bank. An official said most business would be done today, but was quoting the paper at less 1.65 fees in early trading.

News of the fraud probe leaked out at the beginning of the year and was followed by a wave of some 300 subpoenas covering four futures pits in Chicago. Undercover agents had posed as traders in the Chicago Board of Trade's Treasury bond futures and Swiss franc futures for two years, gathering evidence of alleged malpractice with hidden microphones.

The FBI is understood to be looking at trading in the CSFB's S&P 500 index futures during the 1987 stock market crash when trading was fast and furious. As the CSFB's market leader in the run-up to the crash, the S&P 500 index futures was on several occasions the target of customer complaints about poor order filling. Since the crash, volume in the contract has dropped off from its peak by almost a third.

The FBI fraud probe has sparked much debate about tougher regulation in the futures industry. Congress is set to pass a far-reaching market reform bill next year.

Merrill plugs high-quality stocks for 1990s

By Rachel Johnson

HIGH-QUALITY, dividend-paying stocks will be the buy of the 1990s as interest rates come down and bonds mature, the head of Merrill Lynch consumer markets advised yesterday.

Mr John Steiner urged individual investors to try to forget reservations about short-term volatility and capitalise on the "attractive long-term returns historically provided by equities."

Merrill Lynch's recommendation, however, was followed by a renewed caution about the volatility of the equity market. It would remain a fact of life in the markets, in spite of legislative action and programme-trading curbs, Mr Steiner said.

However, growing numbers of investors would realise they could avoid the pitfalls of volatility by taking a long-term perspective to investing — a "get-rich-slowly" approach. Investors could diversify their assets among various types of investments in a process of asset allocation.

He predicted that "packaged products" such as mutual funds and unit investment trusts, would become increasingly popular.

Merrill Lynch said it was a misconception to dismiss the individual investor as unimportant. The bank had almost \$380m in client accounts, up nearly 20 per cent in 1988 alone.

"Individuals are in the markets, they are just currently not heavily in the stock market," he said.

Italian mutual funds improve redemptions

ITALIAN MUTUAL funds recorded net redemptions of L2.85bn (\$195m) in November, slightly up from the net outflow of L2.64bn registered in October, Reuter's reports.

Gross sales fell to L7.62bn from L1.036bn while gross redemptions slipped to L1.007bn from L1.290bn.

Net assets of the mutual funds industry rose, however, to L4.879bn from L4.677bn.

The negative result was largely to fixed-income funds, which recorded net redemptions of L215bn in November, compared with L33bn.

BUSINESS SOFTWARE

A selection of software packages to suit your business needs appears every Saturday in THE WEEKEND FT.

Order your copy today.

* Only one market rate is supplied a price.

Straight Bonds: The yield is the yield to redemption of the mid-price.

The amount issued is in millions of currency units except for Yen bonds which is in billions. Change over week.

Floating Rate Notes: Denominated in dollars unless otherwise indicated. Coupon: The rate next coupon becomes effective. Spread: Margin above the mid-price of the bond to the next coupon. Reference: Reference rate for the current coupon.

Convertible Bonds: Denominated in dollars unless otherwise indicated. Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value. Premium: Percentage premium of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date: First date of conversion into another currency. Amt. to convert: Nominal amount of bond per share expressed as a percentage of the current market value of the shares over the price paid.

Chg. date: Change on day. Ctr. date:

INTERNATIONAL CAPITAL MARKETS

Daiwa Securities aims for a wider global dimension

The newly-installed president of the second biggest Japanese securities house talks to Stefan Wagstyl

The Japanese securities industry tends to live in the shadow of Nomura Securities, the country's and the world's largest stockbroking group.

Even for Daiwa Securities, the second biggest company, comparisons with Nomura are inevitable – and are rarely flattering.

But Mr Masahiro Dozen, the newly-appointed president of Daiwa, tries to suggest that Daiwa is merely a smaller version of Nomura. He argues that the company is radically different in character in ways which will greatly benefit Daiwa over the next decade.

Dozen's strength comes from its management structure, its ability to organise cohorts of people, says Mr Dozen. Daiwa is a more flexible company where individuals have more freedom. Critics say this sometimes makes Daiwa look ramshackle compared with the slick Nomura machine. But Mr Dozen says the increasing internationalism of securities markets means that the needs of investors are becoming more and more diversified. Clients will demand a more individual approach. "The world is changing. Maybe it's changing our way," he says.

Mr Dozen will have plenty of opportunities to prove he is right since he can expect to run Daiwa until the mid-1990s. The continuing deregulation of the Tokyo financial markets combined with the growing sophistication of Japanese investors and the spread of computerisation in the Japanese securities industry, should provide great scope for



Masahiro Dozen: clients need a tailored approach

unconsolidated associates including Kokusai Securities, have soared.

Daiwa's success is largely credited to Mr Sadao Doi, president from 1980 until he stepped down in Mr Dozen's favour a month ago. The move took brokers in Tokyo by surprise since Mr Dozen became a deputy president, and possible heir, only in June. Mr Doi will stay on as deputy chairman, prompting speculation that he will remain the power behind the throne.

One theory is that Mr Dozen was promoted early in order to rid the group of any taint of which related to events that took place during Mr Doi's presidency. Daiwa was the lead manager for the flotation of Recruit Cosmos, the company

at the centre of the affair.

Within weeks of Mr Dozen taking charge Daiwa has become involved in a scandal of its own – the disclosure that in the late 1970s it covered clients' trading losses to the tune of Y10bn. The Ministry of Finance is investigating whether Daiwa broke the law.

Assuming Mr Dozen gets through this affair unscathed, one of his biggest priorities is to make Daiwa more international in outlook. His own past experience overseas makes him eminently suited to the task.

Like the rest of the Big Four, Daiwa is dominated by the sheer size of its domestic operation. Profits from overseas subsidiaries in the six months to March 1989 accounted for just 7 per cent of the consolidated group total. Daiwa employs 380 people in New York, and under 400 in London, against over 8,000 in Japan.

However, the traditional business of broking Japanese equities is under pressure. The Ministry of Finance has successfully forced the Big Four brokers to reduce their share of Tokyo Stock Exchange turnover in order to deflect charges that they run an oligopoly.

Also commissions have been steadily cut.

Daiwa is particularly vulnerable because its income from underwriting as opposed to broking is relatively low – in the six months to September 1989 it made 25 per cent of its

commission income from underwriting and distribution, against 29 to 34 per cent for the rest of the Big Four.

The company wants to make its domestic core more outward-looking – in order to

broaden the range of securities sold at home to include more foreign products. It is increasingly promoting executives with international experience to senior posts at home – just as Mr Dozen himself was.

Mr Dozen says this process of education in international aspects of the business is very important. Young people are being given more and more responsibility in the Japanese securities industry – this has to be matched by proper training, says Mr Dozen.

Mr Dozen says this process of education in international aspects of the business is very important. Young people are being given more and more responsibility in the Japanese securities industry – this has to be matched by proper training, says Mr Dozen.

Overseas, Daiwa has built a very profitable business in London. But this has been done largely on the back of matching Japanese borrowers and lenders in the Euromarkets. The company has had little success in penetrating local domestic markets. The same is true in New York, where Daiwa, like other houses, was forced by losses to cut its staff after the 1987 stock market crash.

New York has become profitable, thanks mainly to a strong revival in Japanese interest in US securities this year. Daiwa is doubling the capital of its US subsidiary to \$200m. Mr Dozen says the company would not have done that a year ago but now New York has proved itself.

He says Daiwa's guiding principle in foreign expansion has been to rely on its own resources. Critics say this is making a virtue out of necessity – unlike Nomura, Daiwa has been unable to find the right US partners, especially in mergers and acquisitions. But

Mr Dozen says joint ventures in key areas like corporate

finance easily lead to conflicts of interest. Daiwa has avoided making a deal like Nomura's \$100m investment in Wasserstein, Perella, the Wall Street mergers and acquisitions boutique.

Daiwa has signed cooperation

agreements in M&A with Credit Agricole in France and with Fiat in Italy, but these companies are more like clients than

competitors in corporate finance, says Mr Dozen. Nevertheless, Mr Dozen says Daiwa will become more flexible.

"The world is getting smaller so we will change our attitude, there will be more partnerships in future."

This autumn the group agreed with Goldman Sachs, the US investment house, to establish a joint venture to sell US property to Japanese investors. Other deals may follow but Mr Dozen rules out the possibility of any wide-ranging cooperation with Goldman or anyone else. However, it is intriguing that Daiwa's biggest shareholder is Sumitomo Bank, which also has a stake in Goldman.

Such family ties are especially important in Japan. Mr Dozen's strategy is not greatly different from those of his counterparts at Nomura, or at Nikko and Yamaichi. In a year in which US securities markets have greatly outperformed Tokyo, internationalism is a buzz-word in Tokyo.

Nevertheless, there are significant differences in tactics between the Big Four. The further the brokers move from their lookalike businesses on the Tokyo Stock Exchange the more these differences will

become apparent.

US Treasuries trade in a narrow range

By Janet Bush in New York and Deborah Hargreaves in London

US TREASURIES bonds continued to trade in a tight range yesterday in light business and were mostly quoted unchanged from Monday's close.

At mid-session, the Treasury's benchmark long bond was quoted unchanged for a

GOVERNMENT BONDS

yield of 7.87 per cent while isolated short- and medium-maturity bonds were quoted 1 point higher.

There was no economic news to inspire the taking of new positions yesterday. The first event which could move the market out of its torpor could be the publication today of the latest Tan Book of regional economic reports published by the US Federal Reserve and used as a guide to monetary policy-making by the Federal Open Market Committee.

The Fed will be watching particularly for further signs of weakness in the manufacturing sector. The next potential trigger for activity is then likely to be Friday's November employment report.

The Fed funds rate stood at 8% per cent throughout yesterday's morning session. The main focus of market talk continues to be the likelihood of the Fed easing the Fed funds rate target from 8% per cent to 8% per cent.

The Government's benchmark 9 per cent 10/2008 gilt was up 14 ticks yesterday at 914.

few days and there is little going on either in the corporate bond or municipal bond markets.

US GILTS shook off a lacklustre start yesterday to stage a mild recovery as the market reaffirmed its faith in Mr John Major, the new Chancellor of the Exchequer, and sterling performed better on the foreign exchanges.

The market remained thin and nervous yesterday, however, as retail investors failed to materialise and overseas investors remained unconvinced of the direction of the

market. Sterling's Bank of England trade-weighted index rose to 85.4 from its previous close of 85.0.

Attention in the gilt market was not focused on the leadership challenge faced by Mrs Margaret Thatcher, the Prime Minister, yesterday. But a favourable outcome of the vote, which was due to be announced after the close of yesterday's gilt market, could push sterling up and provide a fillip for gilts today.

A renewed foreign interest in UK gilts on the back of a stronger pound, could encourage a return by retail investors to the market. But retail investors are currently happy to sit on their cash and could remain there until the beginning of next year.

The Government's benchmark 9 per cent 10/2008 gilt was up 14 ticks yesterday at 914.

BENCHMARK GOVERNMENT BONDS

	Coupons	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	12.50%	9/92	100-12	+1/22	12.02	11.90	11.71
	9.750	1/93	103-20	+5/22	10.95	10.83	10.77
	9.000	10/93	91-30	+14/32	9.95	9.85	9.84
US TREASURY *	7.75%	11/89	100-13	-1/32	7.88	7.88	7.95
	8.125	8/90	100-22	-1/32	7.88	7.91	7.94
JAPAN No 111	4.800	6/90	94.7766	+0.029	5.48	5.53	5.47
	2.500	3/97	101.9228	-5.51	5.50	5.50	5.32
GERMANY	7.000	9/89	98.1500	-0.100	7.26	7.35	7.16
FRANCE BTAN	8.000	10/94	94.5225	+0.149	8.22	8.67	8.57
OAT	8.125	5/99	94.5200	+0.260	8.39	8.16	8.04
CANADA *	8.250	12/99	97.1260	-0.175	8.71	9.63	9.42
NETHERLANDS	7.250	7/99	98.5700	-0.130	7.76	7.82	7.85
AUSTRALIA	12.000	7/99	94.2567	+0.079	13.05	13.10	13.50

London closing. *denotes New York morning session. Price: US, UK in 32nds, others in decimal. Technical Data/ATLAS Price Source

Barclays backs £135m loan

By Stephen Fidler, Euromarkets Correspondent

BARCLAYS BANK has agreed to underwrite in syndication a £135m, in loans necessary to fund a new office and shopping development in west London by Bredero Properties.

The loan to Bredero will finance the construction of two office buildings of 110,000 sq ft and 140,000 sq ft, and a 60,000-sq ft retail shopping centre, and the holding of the investment for eight years. The development is at Centre West, Hammersmith.

France sells extra bills

UK to advise on Hungarian SE

By Richard Waters

A BRITISH delegation will visit Budapest next week to offer advice on the creation of the Eastern bloc's first Western-style stock market.

The Hungarian stock exchange, which currently meets three times a week to trade mainly bonds, will be opened formally in January. It will have few equities to trade initially: Tungsram, the light bulb manufacturer, is the only

significant Hungarian privatisation to date, although others are planned.

At a two-day seminar to be held next week, members of the British contingent will offer advice on how to handle privatisations, and the operation and regulation of securities markets.

Among those addressing the seminar will be Mr John Redwood, Minister for Corporate Affairs, along with rep-

resentatives from the International Stock Exchange, The Securities Association, institutional investors and broker-dealers.

Although the Hungarian exchange already meets, it still has to decide on such fundamental issues as whether securities business should be confined to banks, as at present, and whether it should establish a market-making function.

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY

Rises 75 Fall 9 Same 18

British Funds 75 9 18

Equities 4 363 80

Financial and Properties 232 93 353

Placements 30 18 45

Others 0 9 9

Totals 75 651 1,461

LONDON TRADED OPTIONS

VOLUMES in the London Traded Options continued to hold at levels well above the lows of last week. The top five stocks enjoyed high volume and there was an unusually broad spread of trade.

In spite of the reasonably high overall levels the FT-SE contracts had a dull day, with 2,497 contracts traded of which 2,497 were calls and 2,324 puts.

The top stock was Dixons which traded 2,076 contracts. The bulk of the business was in calls with 2,076 contracts traded. The busiest series was the December 110 calls where 520 contracts were traded. One analyst said he believed Warburton had been highly active in BP contracts. He believed that they had bought 1,000 of the April 260 calls at 46, completed a cross-trade for 250 January 330 at 5, sold 250 January 300 at 5, sold 250 January 270 at 13.

Among oil issues both BP and British Gas traded well. There was strong call buying in BP and 1,094 lots of BP Gas traded in BP. 1,005 April 260 calls contracts were traded. One analyst said he believed Warburton had been highly active in BP contracts. He believed that they had bought 1,000 of the April 260 calls at 46, completed a cross-trade for 250 January 330 at 5, sold 250 January 300 at 5, sold 250 January 270 at 13.

James Capel also completed a rollover in Barclays Bank, buying 250 December 550 calls and selling 250 March 550 calls for a net credit of 18.

Among the other most-active issues were ASEA, which gave a profits warning yesterday, with 1,336 contracts traded and Land Securities, which went better on the London Stock Exchange following the suspension of British Land, with 1,387 contracts.

calls at 22 and sold several hundred January 330 calls at 51.

Rolls Royce was the third-most-active stock with 2,345 contracts traded. Issues of these just 110 June 200 calls in Rolls Royce at about 61, and bought 160 June 180 calls at about 13.

James Capel also completed a rollover in Barclays Bank, buying 250 December 550 calls and selling 250 March 550 calls for a net credit of 18.

Among the other most-active issues were ASEA, which gave a profits warning yesterday, with 1,336 contracts traded and Land Securities, which went better on the London Stock Exchange following the suspension of British Land, with 1,387 contracts.

LONDON RECENT ISSUES

EQUITIES

Issue Arrt. Paid Date 1989

Stock Closing Price + or - Net Div. Dividend Yield

Options Call Put

Options Call Put

Options Call Put

UK COMPANY NEWS

Keeping an acquisitive eye on the defence industry

DESPITE suffering from a heavy cold, Lord Weinstock (right) was in jocular mood when he announced GEC's interim results yesterday. He repeatedly pressed fellow directors to answer questions directly rather than hiding behind a series of platitudes. They declined to be more explicit, which did not appear to annoy him unduly, writes Michael Skapinker.

Lord Weinstock said he was watching the situation at Ferranti International Signal with interest. He said he had had contact with the group in the past few weeks, although it was still unclear what was going to happen to Ferranti. He said he had had no contact with Thomson-CSF, the French defence group which expressed an interest in Ferranti.

He appeared relaxed on the question of whether the changes in Eastern Europe and a reduction in western defence spending might be bad news for GEC.

"In the short term nothing

much is going to happen, at least in the businesses we're engaged in," he said. "The Prime Minister is taking a very sensible and robust attitude when she talks about 10 to 15 years before you can talk about political changes."

He conceded, however, that there would be increased pressure for UK defence expenditure to be reduced. "I suspect there will be a reaction in which the Treasury will say 'no' more loudly and more often." But that, he said, was nothing new.

"We can't foresee that defence expenditure will come to an end or fall very abruptly. We will have to see how it goes. Whatever scenario you offer I don't see one which says you don't need defence equipment."

He said he could not yet say how GEC and Siemens would split the cost of their purchase of Plessey. There was no contribution from Plessey in the GEC interim results.

He said that Plessey would

make a profit this year. The level of profit, however, would be nothing like that predicted by Plessey when it was fending off GEC and Siemens off.

Asked if he was still happy about having bought Plessey, Lord Weinstock said: "It depends what you mean by happiness. We had no particular expectations. We knew what we were doing. So did Siemens. Nothing has happened to make us more or less happy than we were in the beginning."

Would GEC announce any other joint ventures or acquisitions in the near future? "Have we got any soon, Simon?" he asked his son, Mr Simon Weinstock. "Possibly," said Simon.

What was it? Something in defence systems really, said Simon. Not that big. No further information was forthcoming.

"You're all so young," Weinstock père told the journalists. "You have such high expectations."



Ashley Ashwood

GEC meets forecasts with £357m

By Michael Skapinker

THE GENERAL Electric Company yesterday announced interim pre-tax profits of £357m for the six months to 30 September, an increase of 14 per cent on the previous year and slightly above City expectations.

Turnover was up 19 per cent to £3.66bn, compared with £3.08bn last year. Earnings per share were 8.6p (7.5p). GEC announced a 19 per cent increase in the interim dividend to 2.5p (2.15p).

GEC's results for the first time included its 50 per cent share in GEC Alsthom, the group's power systems and transportation joint venture with Compagnie Générale d'Électricité de France.

The results also reflected the reduction of GEC's stake in its consumer goods businesses, following the sale of a 50 per cent share to General Electric of the US.

An extraordinary £171m credit resulted from the disposal of fixed asset investments to joint ventures. Profit attributable to shareholders was £401m (£208m).

Turnover in GEC's power systems business rose from

£685m to £1.2bn as a result of the link with CGE. Power systems profits showed a smaller rise to £55m (£40m), the result, GEC said, of historically lower margins on the French side of the business.

Profits from consumer goods fell to £3m (£2.9m). The fall was the result of GEC halving its stake in its consumer goods business, but also reflected the drop in consumer spending to £1.24bn last time.

GEC said that on the basis of actuarial advice, no company pension contributions would be made in respect of the current financial year and at least until the next actuarial valuation in 1991. Pre-tax profits for the six months benefited from the sum of 27m. Employees' contributions had been substantially reduced and pensioners' benefits increased.

Telephone equipment manufacturer GPT, in which GEC has a 60 per cent stake, has reached an agreement with Hayes Microcomputer Products of the US to develop the next generation of electronic business equipment, writes Della Bradshaw.

The equipment will enable business users to send computer data or facsimile messages over the telephone line while they are holding a conversation.

Such services, known as the integrated services digital network (ISDN), are now being adopted by many of the world's telephone operating companies. In the UK, for example, British Telecom already has a trial service in operation and plans to make ISDN available to 80 per cent of businesses by the end of 1990.

The original memorandum of understanding between the two companies was signed in May this year, during the bid for Plessey by GEC and Siemens. It transpired yesterday.

GPT, originally a joint venture between Plessey and GEC, is now owned 40 per cent by the West German company.

The liaison between GPT and Hayes, which specialises in modems for personal computers, is initially for development work. No firm agreement has been reached on the manufacturing and marketing of the equipment.

See Lax

WH Smith makes \$30m US disposal

By Rachel Johnson

WH Smith has further withdrawn from operations in the US with the sale of its Wholesale News Division to Jim Pattison Group of Vancouver, Canada, for \$30m (£19.2m).

WH Smith has been pursuing a strategy of disposals to concentrate its retailing strengths in the UK and US. This prompted the decision to sell its wholesale division to Jim Pattison, a company with ambitions to distribute news across the whole of the US from its Vancouver base.

WDH is based in Atlanta and Savannah, Georgia, and serves about 3,000 retailers with 5,000 magazine and book titles. Jim Pattison will additionally take on \$500,000 of WHD's debt. WHD has net assets of \$1.7m and declared profits before tax of \$1.1m for the year to June.

In September, WH Smith sold its US publishing interests to Penguin USA, a subsidiary of Pearson, the banking, finance and industrial group which owns the Financial Times.

The group owns a chain of 320 hotel and airport shops, based in Atlanta, and a recorded music operation on Philadelphia. "We will continue to expand these businesses over the next few years," he said.

TVS Entertainment seeks new partner for stake in MTM

By Raymond Snoddy

TVS Entertainment, the British commercial television company, is interested in finding a new strategic partner willing to take a stake of up to 48 per cent in MTM, its loss-making US television production subsidiary.

TVS bought the company famous for television programmes such as Lou Grant, Hill Street Blues and St Elsewhere in July 1988 in a deal worth more than £150m but so far its hopes have not been realised. MTM is expected to lose between £15m and £20m in the year to October.

TVS' interest in finding a new partner to help fund new MTM productions became clear as Mr Arthur Price, former MTM president and chief executive spoke for the first time about why he left the company and why he gave up without compensation rights to TVS at October.

TVS' interest in finding a new partner to help fund new MTM productions became clear as Mr Arthur Price, former MTM president and chief executive spoke for the first time about why he left the company and why he gave up without compensation rights to TVS at October.

The former MTM president said yesterday: "I didn't agree with what was going on," although he declined to discuss what he objected to.

After it became clear in September this year that MTM's profits targets were not going to be met Mr Gatward fired the syndication manager and closed several departments including feature films and the press office.

"It's all very sad," said

Arthur Price with his partners, including Mary Tyler Moore, the actress decided to go for the TVS deal rather than selling out to a Hollywood major to avoid being swallowed up and disappearing.

"Mr Price signed on December 1 involved no payment from

TVS for the early ending of a six year contract worth around \$800,000 a year.

TVS can also nominate a purchaser for the 6m shares Mr Price received as part of the original purchase price of MTM in July 1988 and pocket virtually all the money.

Mr Gatward agreed yesterday with the official statement by Mr Gatward that "there had been a number of policy differences between TVS and Arthur Price concerning the operation of MTM."

The former MTM president said yesterday: "I didn't agree with what was going on," although he declined to discuss what he objected to.

After it became clear in September this year that MTM's profits targets were not going to be met Mr Gatward fired the syndication manager and closed several departments including feature films and the press office.

"It's all very sad," said

Arthur Price with his partners, including Mary Tyler Moore, the actress decided to go for the TVS deal rather than selling out to a Hollywood major to avoid being swallowed up and disappearing.

"Mr Price signed on December 1 involved no payment from

TVS for the early ending of a six year contract worth around \$800,000 a year.

TVS can also nominate a purchaser for the 6m shares Mr Price received as part of the original purchase price of MTM in July 1988 and pocket virtually all the money.

Mr Gatward agreed yesterday with the official statement by Mr Gatward that "there had been a number of policy differences between TVS and Arthur Price concerning the operation of MTM."

The former MTM president said yesterday: "I didn't agree with what was going on," although he declined to discuss what he objected to.

After it became clear in September this year that MTM's profits targets were not going to be met Mr Gatward fired the syndication manager and closed several departments including feature films and the press office.

"It's all very sad," said

Arthur Price with his partners, including Mary Tyler Moore, the actress decided to go for the TVS deal rather than selling out to a Hollywood major to avoid being swallowed up and disappearing.

"Mr Price signed on December 1 involved no payment from

TVS for the early ending of a six year contract worth around \$800,000 a year.

TVS can also nominate a purchaser for the 6m shares Mr Price received as part of the original purchase price of MTM in July 1988 and pocket virtually all the money.

Mr Gatward agreed yesterday with the official statement by Mr Gatward that "there had been a number of policy differences between TVS and Arthur Price concerning the operation of MTM."

The former MTM president said yesterday: "I didn't agree with what was going on," although he declined to discuss what he objected to.

After it became clear in September this year that MTM's profits targets were not going to be met Mr Gatward fired the syndication manager and closed several departments including feature films and the press office.

"It's all very sad," said

Arthur Price with his partners, including Mary Tyler Moore, the actress decided to go for the TVS deal rather than selling out to a Hollywood major to avoid being swallowed up and disappearing.

"Mr Price signed on December 1 involved no payment from

TVS for the early ending of a six year contract worth around \$800,000 a year.

TVS can also nominate a purchaser for the 6m shares Mr Price received as part of the original purchase price of MTM in July 1988 and pocket virtually all the money.

Mr Gatward agreed yesterday with the official statement by Mr Gatward that "there had been a number of policy differences between TVS and Arthur Price concerning the operation of MTM."

The former MTM president said yesterday: "I didn't agree with what was going on," although he declined to discuss what he objected to.

After it became clear in September this year that MTM's profits targets were not going to be met Mr Gatward fired the syndication manager and closed several departments including feature films and the press office.

"It's all very sad," said

Arthur Price with his partners, including Mary Tyler Moore, the actress decided to go for the TVS deal rather than selling out to a Hollywood major to avoid being swallowed up and disappearing.

"Mr Price signed on December 1 involved no payment from

TVS for the early ending of a six year contract worth around \$800,000 a year.

TVS can also nominate a purchaser for the 6m shares Mr Price received as part of the original purchase price of MTM in July 1988 and pocket virtually all the money.

Mr Gatward agreed yesterday with the official statement by Mr Gatward that "there had been a number of policy differences between TVS and Arthur Price concerning the operation of MTM."

The former MTM president said yesterday: "I didn't agree with what was going on," although he declined to discuss what he objected to.

After it became clear in September this year that MTM's profits targets were not going to be met Mr Gatward fired the syndication manager and closed several departments including feature films and the press office.

"It's all very sad," said

Arthur Price with his partners, including Mary Tyler Moore, the actress decided to go for the TVS deal rather than selling out to a Hollywood major to avoid being swallowed up and disappearing.

"Mr Price signed on December 1 involved no payment from

TVS for the early ending of a six year contract worth around \$800,000 a year.

TVS can also nominate a purchaser for the 6m shares Mr Price received as part of the original purchase price of MTM in July 1988 and pocket virtually all the money.

Mr Gatward agreed yesterday with the official statement by Mr Gatward that "there had been a number of policy differences between TVS and Arthur Price concerning the operation of MTM."

The former MTM president said yesterday: "I didn't agree with what was going on," although he declined to discuss what he objected to.

After it became clear in September this year that MTM's profits targets were not going to be met Mr Gatward fired the syndication manager and closed several departments including feature films and the press office.

"It's all very sad," said

Arthur Price with his partners, including Mary Tyler Moore, the actress decided to go for the TVS deal rather than selling out to a Hollywood major to avoid being swallowed up and disappearing.

"Mr Price signed on December 1 involved no payment from

TVS for the early ending of a six year contract worth around \$800,000 a year.

The final settlement released him from restrictions on competing against his old company.

From January there will be a new Arthur Price television production company in Hollywood making the only sort of programmes he's interested in.

"The sort I like to watch."

New funds would help Mr Gatward of TVS out of a tricky financing problem. He believes it will be 1991 before all the red ink is gone from the MTM balance sheet - the same year that TVS will have to put forward financial bids to try to retain its UK broadcasting franchise including having to put up a performance bond of around £10m.

Current MTM programmes in various stages of production include a comedy series called City, expected to be shown on CBS next year and Capital News which has been sold to the BBC.

MTM has also announced that it is reviving Graham Kerr's The Galloping Gourmet in a more healthy form.

Cooking With Kerr is being offered directly to independent television stations in the US and if there is enough interest by January the go-ahead will be given for 174 shows.

tion turnover.

It disputes Lovell's suggestion that the company is just a "medium sized contracting business". Higgs and Hill says that it has a reputation in the UK construction industry which Lovell covets and that this has helped to spread rapidly its international operations.

Lovell argued while announcing the offer that the acquisition of Higgs and Hill would allow for accelerated expansion into Europe while also developing a stronger base from which to compete with expected heightened continental European competition.

Higgs and Hill said that it was capable of independent international expansion, having commenced offshore work in 1987 and expanded across Europe, after developing a solid base in France, to include parts of Eastern Europe.

the buy-in to 12.6m shares.

SYNAPSE COMPUTER Services has acquired Beacon Management Services from EVOE Group for £304,000, being £210,500 in cash and £94,000 inter-company debt taken on. Beacon, involved in computer support, had a turnover of £903,476 for the six months to September 30.

THIRD MILE Investment: Allied Partnership Group is increasing its stake in Third Mile from 29.6% to 48.3% per cent, but has obtained dispensation from Panel from making a general offer. Third Mile purchased two properties from APG for £1.4m and satisfied that via the issue of 89,833 Poly- pipe shares; for Trulow it is £26,000 of which £25,000 initially satisfied by 24,319 shares. SUTTER has bought 260,000 of its own ordinary shares at 16p per share. This brings the cumulative purchases since shareholders first authorised

UK COMPANY NEWS

Property and investment account for the major share of the group's operating profits
Trafalgar House improves 18% to £270.4m

By Andrew Hill

TRAfalgar House, the shipping, property and construction group which owns the QE2 and the Ritz Hotel, increased pre-tax profits by about 18 per cent to £270.4m in 1988-89.

However, chairman Sir Nigel Brookes warned there might be a "small dip" in operating profits at its property and investment arm this year.

Mr Eric Parker, Trafalgar's chief executive, added: "I don't want you to think that property is going to reduce dramatically in importance, but I do think we will see the shipping and hotel and the construction and engineering operations growing at a greater rate."

Trafalgar also revealed that in the past two years it turned down an offer of £150m for the Ritz, but the company would not name the potential buyer.

All Trafalgar's London hotels - which also include the Stamford and May, the Dukes - have been revalued, adding £2m to reserves.

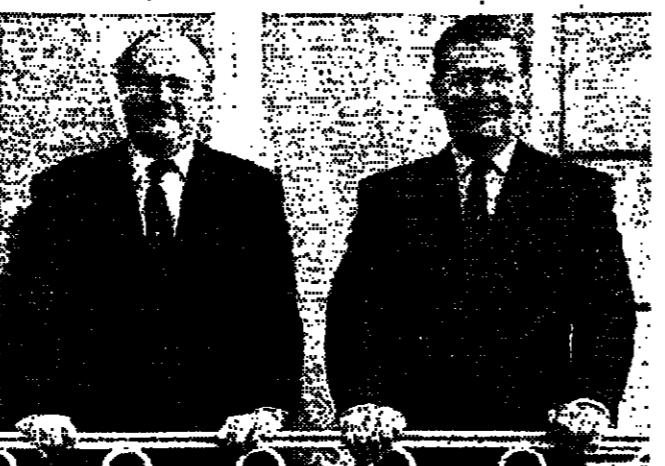
Meanwhile, Trafalgar's largest shareholder, Abu Dhabi

Investment Authority (ADIA), has increased its stake from 4.9 per cent to 5.06 per cent. ADIA - which manages investments for Abu Dhabi's ruling family, the al Nahyan - told Trafalgar in a letter that it was a long-term investor.

Trafalgar's results for the full year to September 30 compared with £223.1m made in 1987-88. Earnings per share rose from 36.8p to 42.8p and turnover increased to £2.3bn (£2.18bn). The shares rose 5p to 347p.

The group proposed a final dividend of 2.5p, which would make 17.8p for the year, up 10 per cent on the previous full-year dividend of 1.6p.

Property and investment accounted for the lion's share of 1988-89 operating profits at £170m (£149m), on sales of £746m (£678m). Mr Parker said the contribution from housebuilding had slipped from about 50 per cent of divisional profits to 40 per cent, with 3,400 units completed in the UK against 5,150 in the previous year.



Ashley Ashwood

Eric Parker (left) and Sir Nigel Brookes: captains of industry at the helm announcing the group's results at the Ritz yesterday

This year, the housebuilding subsidiary, Ideal Homes, is budgeting for another 3,400 units, excluding 500 homes for housing associations. But Trafalgar admitted that in the current economic climate, with interest rates still high, it

would be a difficult target to hit.

Trafalgar said the balance of its commercial property in the UK between smaller short-term developments and larger schemes would generate "significant profits" in the medium term.

The construction and engineering division pushed up operating profits from £28.5m to £62.5m on turnover of £1.22bn (£1.16bn), but margins were hit by fierce competition and problems within the offshore and structural division.

Trafalgar added that it hoped to sign a shareholder agreement "in the next month or two" formally establishing the joint venture with EICC, the cable and construction group, and British Rail to build and operate the new high-speed rail link with the Channel tunnel.

Shipping and hotels made £58.2m (£46.5m) during the year on turnover of £665m (£510m), with cruise bookings for Cunard - which celebrates its 150th anniversary next year

higher than ever.

Net borrowings at the year-end were £384m, or 45 per cent of shareholders' funds, slightly higher than last year's gearing figure of 44 per cent.

See Lex

Reed Executive continues to decline with £3.91m

By John Riddick

REED EXECUTIVE, the employment agency, yesterday revealed a continued decline in profits with interim pre-tax results of £3.91m compared with £5m last time.

Yesterday's figure, for the half year to the end of September, was achieved on turnover up 21 per cent to £70.2m. But earnings per share slipped from 7.1p to 4.7p and the dividend is held at 0.6p.

Mr Alec Reed, chairman, said that the results reflected difficulties in the recruitment market which had "a serious and adverse effect."

In addition, the company decided to accelerate the rate at which it writes off its properties. This resulted in an additional charge to the profit and loss account of £347,000.

Mr Reed said that in spite of the current trading difficulties the company remained confident about its long-term future and consequently continued to invest in the expansion of its high street network. He said that the group had added about 30 new sites over the past year.

BOARD MEETINGS

The following companies have called dates of their meetings: **ABERDEEN**, 20 December; **ADAM & PORTER**, 10 January; **ADMIRAL**, 20 December; **ANGLO UNITED**, 12 December; **ASHLEY GROUP**, 20 December; **BODGOD**, 10 January; **CAMPBELL ARMSTRONG**, 10 January; **CONTAC**, 20 December; **CROFTY**, 10 January; **EDTA HOLDINGS**, 10 January; **EVANS OF LEEDS**, 20 December; **FKB GROUP**, 10 January; **GEC**, 20 December; **MORRIS ABBEY**, 10 January; **NORTHERN FOODS**, 20 December; **REED EXECUTIVE**, 10 January; **RITZ DESIGN**, 10 January; **ROBERTS (JOHN) LTD**, 10 January; **ROBERTSON HOUSE**, 10 January; **TURNER**, 20 December; **UK SCIENTIFIC**, 10 January.

NOTES

INTERIM DIVIDENDS have been declared by **ADMIRAL**, 10 January; **ANGLO UNITED**, 10 January; **ASHLEY GROUP**, 20 December; **EVANS OF LEEDS**, 20 December; **FKB GROUP**, 10 January; **MORRIS ABBEY**, 10 January; **NORTHERN FOODS**, 20 December; **REED EXECUTIVE**, 10 January; **ROBERTS (JOHN) LTD**, 10 January; **ROBERTSON HOUSE**, 10 January; **TURNER**, 20 December; **UK SCIENTIFIC**, 10 January.

DEFERRED PAYMENTS

INTERIM DIVIDENDS have been declared by **ADMIRAL**, 10 January; **ANGLO UNITED**, 10 January; **ASHLEY GROUP**, 20 December; **EVANS OF LEEDS**, 20 December; **FKB GROUP**, 10 January; **MORRIS ABBEY**, 10 January; **NORTHERN FOODS**, 20 December; **REED EXECUTIVE**, 10 January; **ROBERTS (JOHN) LTD**, 10 January; **ROBERTSON HOUSE**, 10 January; **TURNER**, 20 December; **UK SCIENTIFIC**, 10 January.

NOTICE OF MERGER

THE MITSUI BANK, LIMITED

U.S.\$100,000,000 2.64% Convertible Bonds due 2001

U.S.\$200,000,000 2.64% Convertible Bonds due 2003

Notice is hereby given that The Mitsui Bank, Limited will merge with The Taiyo Kobo Bank, Limited effective as of 1st April, 1990 subject to the approval of the general meetings of shareholders of both banks to be held on 21st December, 1989 and to governmental approvals required under applicable laws and regulations including validation of the Minister of Finance.

The Mitsui Bank, Limited will be a continuing corporation and accordingly all contractual obligations and liabilities of The Mitsui Bank, Limited including those of the captioned Bonds will not be affected by such merger. The corporate name of The Mitsui Bank, Limited after the merger will be changed to The Mitsui Taiyo Kobo Bank, Limited.

THE MITSUI BANK, LIMITED

1-2 Yurakucho 1-chome

Chiyoda-ku

Tokyo 100, Japan

6th December, 1989

FKB jumps 65% to over £4m

By Jane Fuller

FKB GROUP, which claims to be the UK's number one in the sales promotion field, has increased its pre-tax profit by 65 per cent for the six months to September 30.

The acquisitive company made £4.23m, compared with £2.57m last time, on turnover that more than doubled to £27.0m.

But as its more recent acquisitions have been for cash rather than paper, last year's £7m cash pile has turned into borrowings of £2m, totalling up to first-half interest payments of about £400,000. It says the debt is set to rise to £20m by the end of the year as acquisitions' wind-downs come into play.

Earnings per share rose 19 per cent to 10.1p and the interim dividend stays at 2p.

Mr Brian Francis, joint chief executive, said in the UK the company had gained such new clients as Seagram's, the spirits and wine group, and Smith Kline Beecham in pharmaceuticals, while increasing its business with some established ones including Tesco, the supermarket chain.

Although in the late summer and early autumn some clients

had delayed spending decisions, these were now coming through. Mr Francis said a few contracts had been undertaken at margins that were less good than usual.

The company is, however, well insulated against UK difficulties because 58 per cent of its first-half profit came from the US, where it also has much of its borrowings, taking advantage of lower interest rates.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary. "It has invested in more

people and in printing and mailing facilities, but the client take-up took longer than expected."

In Continental Europe, the company already had a Paris base and was looking for acquisitions in West Germany, Italy, Spain and Belgium.

Its network of sales promotion agencies, which did not exist two years ago, now took in 20 countries, he said.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

As part of its effort to move into the Far East, it was having talks with Dentus, of Japan, about a possible joint venture.

Mr Francis said there was further improvement to come from FKB Direct, a US subsidiary.

UK COMPANY NEWS

Pork prices, rationalisation and chilled food scares blamed for flat performance Northern Foods little changed at £40m

By Nikki Tait

NORTHERN FOODS, the Hull-based food manufacturer, experienced a static first half, with pre-tax profits up just £1m to £40.3m.

And sales in the period, to September 30, were also virtually unchanged at £645.3m (£511.2m). Earnings per share, after a 29 (30) per cent tax charge, nudged ahead to 12.89p, from 12.45p.

The flat performance was blamed on the combination of sharply higher pork prices, the various scares over chilled foods – estimated to have cost around £10m – plus the short term effects of extensive restructuring and investment in three of the group's four divisions.

Analysts, well-apprised of the difficulties, had expected little progress in the half year and the shares eased just 3p to 239p yesterday.

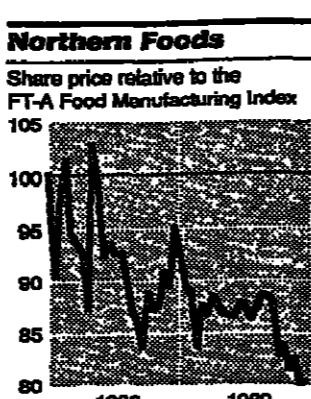
With regard to the current half, Northern said it was

looking forward to "continued progress". It warned that the high interest rate climate appeared to be having some effect on demand for higher value-added products, but that basic food volumes – sausages, milk and so on – appeared resilient. It described Christmas demand as "reasonable".

And, in what it called an indication of confidence in the overall way forward, it raised the interim dividend by 10.5 per cent to 5.25p.

The only division to show a significant improvement was the dairy business. Here, sales rose by just under four per cent to £229m, but profits improved from £16.7m to £20.1m. Northern attributed the gain to benefits from past investment, a significant dairy, and strong demand for bulk products.

On the convenience foods



side, rationalisation and food scares left profits unchanged at £2.7m on static sales. The meat division saw pre-tax edge down from £9.5m to £9.2m on sales of £127.7m (£118.1m) again the effect of rationalisation, with the Whitby factory now

closed, but coupled with the pork price impact. Grocery interests turned in £5.5m (£5.9m) on sales of £76.5m (£70.9m).

Interest charges took £900,000 (£400,000). Net borrowings at September 30 rose from £32.1m to £49.5m, but by the year-end the group expected a return to £20m–£25m. Capital expenditure in the first half was £38m, with £74.5m budgeted for the full year.

● COMMENT

Neither the bottom-line figure nor the mix of profits provoked much surprise yesterday. However, news of delays to the expansion of the Knaresborough biscuit factory provoked some modest retarding back in the more optimistic forecasts. Estimates for the full-year now seem to range around £50m–£55m, putting the shares on a prospective p/e of 10 times. Whether this discount to the

sector is justified depends on whether one believes that the outlook for Northern is undergoing a fundamental shift. The bull case suggests that the hefty capital investment programme is ending and disruption should ease; that "special factors", such as pork prices, should cease to impact next year; and that higher food safety standard will help the likes of Northern at the expense of less solid competitors.

On this last score, enthusiasts note also the rising importance of M&S, Sainsbury and Tesco as Northern customers. The less optimistic view is that "sun tomorrow" has been forecast and promised before at Northern Foods, and that investors may be wary until there are signs of it actually being delivered. On balance, analysts seem inclined to give Northern the benefit of the doubt – but it is on balance only.

Production problems hit Premier Oilfields

By Steven Butler

NET PROFITS at Premier Consolidated Oilfields, the mid-sized independent oil company, fell by £1.3m to £8.85m in the half year to the end of September, as a result of oil production problems in the North Sea.

However, Mr Roland Shaw, chairman, said he expected performance to improve in the full year and he announced an ambitious drilling programme for 1990 that included up to 38

Major review of USH under way as losses total £3.4m

By Jane Fuller

UNITED Scientific Holdings, the defence equipment maker, which did not so much escape the clutches of Meggitt as get dropped by it, has reported a pre-tax loss of £3.4m for the year to September 30.

During the takeover battle, Meggitt, the specialist engineering group, first warned that it might pull out after USH announced that the losses and provisions to its Avimo electro-optical plant in Tannington would amount to £17m, twice what had been expected.

Meggitt finally dropped its £10.4m offer two weeks ago, despite having acceptances for 83 per cent of the equity. Its partial cash alternative valued each USH share at 144p. Yesterday the price closed at 75p, having gained 2p after an announcement that it was no longer expected.

The full-year figures ink in where the £17m has gone. As

recently aroused interest because of a drilling programme in the Gulf of Thailand, where it made a discovery late last year, and in Papua New Guinea. The drilling in Thailand has been delayed until early January because of storm damage to a drilling rig en route from Singapore.

Avimo

plans four to six wells in Thailand, the first of which will be on an undrilled structure, while others will be aimed at appraising its earlier discovery. Other drilling in mind includes two wildcats in Papua New Guinea in January, and two gas prospects in Pakistan. Eight offshore UK wells are planned as well as development drilling at the Wyth Farm oilfield in Dorset, in Trinidad and Italy.

Production at Wyth Farm is scheduled to reach 60,000 barrels a day in April, 7,500 barrels of which are for Pre-

turnover fall from £11.5m to £8.22m, reflecting mainly the shutdown of the North Sea Thistle field following the accident to the Cormorant Alpha platform to which it is linked.

The results were boosted by an increase of interest income at £1.3m and an extraordinary gain of £4.84m on the sale of shares in Ultramar. Extraordinary items in the same period of last year came to £5.13m.

Excluding extraordinary items, after tax profits fell from £3.06m to £2.6m, while earnings per share dropped from 0.72p to 0.42p.

The total exceptional loss of just under £5m (Avimo losses were partially offset by a £5.5m profit from a site sale) and interest charges of nearly £2m led to the £3.4m pre-tax loss, compared with last year's £10.12m profit. Turnover increased by more than £5m to £128.8m.

Leaving aside Avimo Tannington, the rest of the group made a £10m operating profit. Mr Prest said the bulk of this came in roughly equal thirds from Alvis armoured vehicles, Avimo Singapore and Optic Electronic Corporation in Dallas.

During the takeover battle, the news from OSC was not so good. First its £20m sale to Imo Industries was blocked by the

Federal Trade Commission on competition grounds. Then it was discovered that OSC's directors had – without the parent's knowledge – voted themselves "golden parachutes" worth up to £1.6m if USH changed hands.

Mr Prest said a major review was under way of the business, which was worth much more than its market capitalisation. Other than saying that OSC would probably still be for sale, he would not comment on possible disposals.

One of the outcomes would be to reduce the 17.2 per cent gearing which had sprung up in the past year.

Other unpalatable figures included two extraordinary bills: £1.75m for fending off Meggitt and £1.55m for legal costs linked with the blocked OSC.

The loss per share was 8.4p compared with earnings of 8.4p last time.

A dividend reappears at 2p, compared with last year's total of 7.3p.

● COMMENT

The company faces a long hard haul to recover credibility with all those shareholders who had decided to sell. That is it trying to do this against a gloomy outlook for defence spending is the least of its worries.

Although most of the tears have been shed over Avimo Tannington, it cannot return to profitability before 1991. In other parts the outlook is better, but again in the longer term. Alvis will deliver more tanks next year, but profitability will be limited until its factory move next December. In Singapore, activity is not expected to move up a gear until 1991, although a civil optics venture looks well for a much-needed dilution of the military customs. Warburg, the house broker, is forecasting a current year net-tax profit of £7.5m, giving a prospective multiple of about 10. The shares only look cheap compared with the break-up value of the company.

CU sets up green advice service

By Eric Short, Pensions Correspondent

COMMERCIAL Union Asset Management, the fund management arm of Commercial Union, the composite insurance group, has opened up new dimensions in green investment with the launch of its Commercial Union Environmental Pension Service.

Hence this new service is aimed specifically at pension schemes – administrators, trustees and investment advisers – and for the time being at least will not be available to the retail investment market.

The service has three main initiatives, including the launch of a green investment fund, the setting up of a CU Environmental Screening Service and offering an individual

satellite funds adjoining the main core fund in a pension scheme portfolio, not as the main part of the fund.

The screening service, which is considered essential to operate an environmental fund, will use CU Asset Management's investment research department in the UK, backed by researchers and investment managers in North America, Europe and Japan.

CU is offering this screening service to trustees for use on their own individual pension schemes – thereby providing a service which will enable trustees to meet the growing pressure from scheme members for their funds to adopt positive measures to be green.

Development expenditure checks Evans of Leeds

By

JOHN TAMS, chairman of the property investor and developer, reported increased profits for the six months to September 30, with a rise from £3.0m to £3.22m at the pre-tax level.

This represented an increase of some 6.4 per cent compared with the 13 per cent advance shown for the whole of last year.

But the directors said that they had every confidence in the growth and future profit-

ability of the group. The uplift was shown, in spite of the increased cost of financing the substantial development programme.

Total revenue for the first six months increased from £5.22m to £5.67m; after tax of £1.13m (£1.06m) earnings per £1.59p ordinary increased from 5.99p to 6.39p. The interim dividend is raised to 6.15p.

Tootal Group

A coherent strategy for the Group as a whole aimed at achieving sustained growth over the long term and less vulnerability to cycles.

"Among analysts, Tootal Group's strategy and long term planning finds particular appeal, with more than a third mentioning it spontaneously" MORI CITY SURVEY SPRING '89

Confidently

A Management team balancing expertise and experience, drawn from all the countries in which we operate.

"They have a very strong management especially on executive level" ANALYST

poised for

ABC Elegance, an innovative gold-foil printed Batik, recently launched in West Africa through consumer advertising, video and fashion shows.

"Your marketing techniques are of a very high standard. This is a completely new approach in West Africa and we welcome it" CHIEF I.M. BRUGAL CEO, TEXTILES LAGOS

the future

Strengthened core businesses, with improved marketing, strong international sourcing and distribution, positioned well for the future.

"Tootal has risen smartly to the challenges of the textile industry" INVESTORS CHRONICLE 3-9 NOV '89

"In the last three years, Tootal has built an impressive worldwide threads business, and is close to breaking free from the cyclicity that dogs British textile companies" THE TIMES 3.10.89

 **Tootal Group**

If you would like more information about Tootal Group write to: Audrey Lloyd-Kitchen, Director of Corporate Affairs, Tootal Group plc, Tootal House, 19/21 Spring Gardens, Manchester M60 2TL.

WINNING LEADERSHIP IN WORLD MARKETS

Standard Chartered

Standard Chartered PLC

(Incorporated with Limited Liability in England)

US\$400,000,000 Undated Primary Capital Floating Rate Notes (Series 3)

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from 6th December, 1989 to 6th June, 1990, the Notes will carry interest at the rate of 8.3375 per cent. per annum.

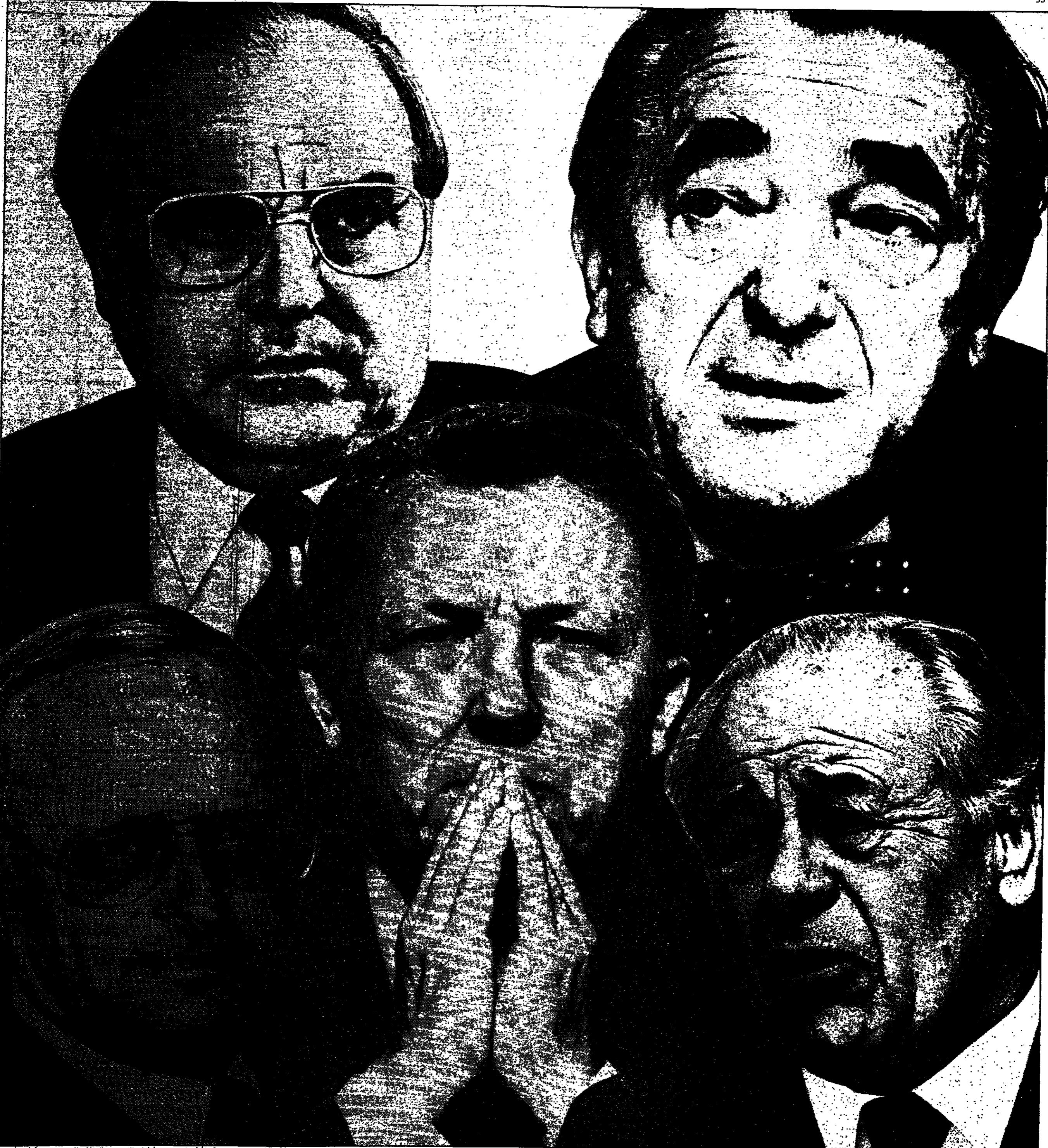
Interest payable on 6th June, 1990 will amount to US\$421.51 per US\$10,000 Note and US\$10,537.67 per US\$250,000 Note.

Standard Chartered Merchant Bank Limited
Agent Bank

GRANVILLE

SPONSORED SECURITIES

High	Low	Company	Price	Change	Open	Close	Yield	Per
363	25	As. Brit. Ind. Ordinary	337	0	10.3	10.1	0.1	0.1
38	25	Aviation and Rhodes	26	0	—	—	—	—
125	102	Bacardi & Hause Ltd	158.00	0	43	27	15.3	
122	102	Barclays Group Co. Ltd	102	0	4.7	4.5	0.5	0.5
123	74	Bray Technologies	74	0	3.7	3.5	0.5	0.5
120	102	Breaniff Corp. Ltd	102	0	11.0	10.8	0.8	0.8
104	102	Broadland II Co. Ltd. New C.L.C.P.	101	0	11.0	10.9	0.9	0.9
307	274	CACI Group Ltd	307.00	0	14.7	14.5	3.8	
176	148	CCL Group Ltd. Co. Ltd. Co. Ltd.	172	0	14.7	14.5	3.8	
225	192	Carbo Plc	192	0	7.4	7.2	1.2	1.2
110	109	Carbo 7.5% Pref. GS	110	0	10.3	10.1	1.1	1.1
7.5	5.5	Castrol Co. Non-Voting A Conv.	7.5000	0	—	—	—	—
152	120	Chase Group Co.	120	0	8.0	7.7	0.7	0.7
145	98	Johnson Group GSD	108	0	3.6	3.3	1.24	
322	271	Mathmos BV Non-GSD	275	0	4.5	4.3	0.5	0.5
158	92	Robert Jenkins	92	0	10.0	9.8	1.0	1.0
467	344	Scripions	370					



Europe's voice, broadcast worldwide

A phrase Mr. Frank Barlow, chief executive of the Financial Times, used to describe European Business Weekly.

The programme acquired by the Financial Times as its first and important venture into broadcasting.

It addresses the topics and issues of the week from a European perspective. Keynote interviews with leaders of state and industry are a central feature of the programme.

This level of comment and analysis together with the importance of the issues covered is what draws over 2 million of the business community from Stuttgart to Seoul, from Geneva to Galveston, to use the programme as a regular part of their business briefing.

And what will the FT bring to the party?



Well, the European perspective will be broadened by calling on the experience and expertise of its journalists in Europe.

The FT's unrivalled database will enable even deeper analysis of commercial, financial and economic issues.

The FT's financial resources, through its newly formed company FT TV, will mean increased investment in programme production and a commitment to bringing 'European Business Weekly' to even greater numbers of business people in Europe and around the world.

As we can now say,
'No FT no TV comment.'



EUROPE'S BUSINESS TELEVISION

For further information contact Nicholas Evelyn, Advertisement Director, FT TV, Number One Southwark Bridge, London SE1 9HL. Tel: 01 873 3541. Fax 01 873 3081. European Business Weekly is broadcast on Super Channel throughout Europe on Sundays at 6 pm and Wednesdays at 10 pm, on Gibraltar TV and Turkish TV, on the Financial News Network in the US, on 8 international airlines and in the world's leading business hotels.

This advertisement is issued in compliance with the regulations of the Council of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("The Stock Exchange"). Application has been made to the Council of The Stock Exchange for the grant of permission to deal in the undermentioned securities of Surrey Group PLC in the Unlisted Securities Market. It is emphasised that no application has been made for these securities to be admitted to listing and that this advertisement does not constitute an offer or invitation to any person to subscribe for or to purchase securities. It is expected that dealings will commence in the existing Ordinary Shares and the Placing shares, fully paid, and in the Rights Issue Shares, nil paid, on 11th December, 1989.

SURREY GROUP PLC

(Incorporated in England under the Joint Stock Companies Act 1856 number 425)

INTRODUCTION TO THE UNLISTED SECURITIES MARKET,
PLACING OF 5,000,000 ORDINARY SHARES OF 5p EACH AND
RIGHTS ISSUE OF 32,355,648 ORDINARY SHARES OF 5p EACH
AT 10p PER SHARE

by
Beeson Gregory Limited

Share Capital

Authorised
£6,201,538

In Ordinary Shares of 5p each

Issued and now
being issued
fully paid
£4,137,413

SURREY GROUP PLC IS INVOLVED IN THE OPERATION OF A
BOOKMAKING BUSINESS

Full particulars of the Company are available through the Exetel Unlisted Securities Market Service and copies of the Prospectus may be obtained during normal business hours on any weekday (Saturdays, Sundays and public holidays excepted) from the Company Announcements Office of The Stock Exchange, 46 Finsbury Square, London EC2A 1DD (for collection only) up to and including 20th December, 1989 and from 8th December, 1989 and up to and including 20th December, 1989 from:

Beeson Gregory Limited
The Registry
Royal Mint Court
London EC3N 4EY
A Member of The Securities Association

6th DECEMBER, 1989

This notice is issued in compliance with the Regulations of the Council of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("The Stock Exchange"). It does not constitute an offer or invitation to subscribe for or purchase Ordinary Shares or Convertible Loan Stock of Grosvenor Development Capital plc (the "Company"). Application has been made to the Council of The Stock Exchange for the admission to The Official List of the Ordinary Shares and Convertible Loan Stock. It is expected that dealings will commence on 13th December 1989.

GROSVENOR DEVELOPMENT CAPITAL plc

(Incorporated and registered in England and Wales under the Companies Acts 1948-76, Registered Number: 1525583)

Placing by

COUNTY NATWEST WOOD MACKENZIE & CO. LIMITED

of

3,000,000 Ordinary Shares of 25p each at 100p
and
£12,000,000 7½% Convertible Unsecured Loan Stock 1999 at par, payable as to 50p on application and 50p on
30th November, 1990

SHARE AND LOAN CAPITAL

Authorised £10,000,000	3,000,000 Ordinary Shares of 25p each	Issued and to be issued fully paid £2,015,213
£1	5% Cumulative Redeemable Preference Share of £1	£1
£12,000,000 7½% Convertible Unsecured Loan Stock 1999 payable as to 50p on application and 50p on 30th November, 1990		

Grosvenor Development Capital plc specialises in the provision of development capital for unquoted companies, primarily based in the UK. It is intended that the Company's affairs will be conducted so as to satisfy the conditions for approval as an investment trust, for taxation purposes, in accordance with Section 842 of the Income and Corporation Taxes Act 1988, as amended.

25 per cent. of the securities being placed are being distributed by Girocentrale Gilbert Elixir.

Particulars of the Company are available through the Exetel Market Service and copies may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 20th December, 1989 from:

Grosvenor Development Capital plc
Commerce House
2-6 Bath Road
Slough SL1 3HZ
and (for collection only) during normal business hours from 7th to 8th December, 1989 from The Company Announcements Office, The Stock Exchange, 46 Finsbury Square, London EC2A 1DD.

6th December, 1989

SELL YOUR COMPANY CARS

**COWIE
Interleasing**

With funds of over £100 million accessible, you could have the value of your fleet immediately available for more productive use in your mainstream business.

A sale and leaseback package with Cowie Interleasing offers improved gearing and interest cover ratios at highly competitive rates.

You retain use of your vehicles and enjoy the additional benefits of accurate budgeting and reduced administration.

For further details contact:

North
Midlands
South

Midlands
Central & South, North London and South West
157 Broad Street, Birmingham B15 1ED
Tel: (021) 592 4222 Fax: (021) 543 9034

South
Central & South London, the South East
28 Birmingham Avenue, Slough SL1 4NB
Tel: (0753) 22991 Fax: (0753) 54553

EVANS OF LEEDS PLC

Property Investment Group

UNAUDITED RESULTS FOR THE SIX MONTHS
ENDED 30 SEPTEMBER 1989

	6 months to 30.9.89	6 months to 30.9.88
Total Revenue	£674	£515
Profit on Ordinary Activities after Interest and other charges	3,218	3,026
Taxation at 35% (1988 - 35%)	1,126	1,052
Profit attributable to shareholders	2,092	1,974
Earnings per share	6.38p	5.98p
Interim Dividend	2.25p	2.15p

The increased dividend will be paid on 5th January, 1990 to all shareholders on the register on 15th December, 1989 and will stand £738,000.

Rents have increased satisfactorily and are currently at an annual level of £12.11m. The development programme is on schedule and lettings have been agreed for completed units.

New Zealand

US\$ 250,000,000

Floating Rate Notes Due 1996

In accordance with the terms and conditions of the Notes, notice is hereby given that for the interest period from December 6, 1989 to June 6, 1990 the Notes will carry an interest rate of % p.a.

The interest payable on the relevant interest payment date, June 6, 1990 against coupon no 8 will be per US\$ 10,000 nominal and per US\$ 100,000 nominal.

The Reference Agent

KREDIETBANK

S.A. LUXEMBOURG/GEORG

UK COMPANY NEWS

Shares rally as a buyer is found for lossmaking security arm

Tunstall falls sharply to £3.11m

By John Riddings

SUBSTANTIAL losses at its security products distribution arm prompted a sharp fall in profits at Tunstall, the Yorkshire-based security equipment company, from £4.97m to £3.11m for the year to the end of September.

The markets had been forewarned of the problems at its Ademco subsidiary, and shares which have fallen from 300p since April, gained 10p yesterday to close at 190p in 1989 and 2015.

A further payment may be due dependent on Blue Ribbon's profit achievement in the year to July 31 1990.

Group turnover declined from £52.06m to £29.93m and earnings per share fell from 21.5p to 12.5p. However, the company expressed confidence in the future and has raised the final dividend from 2.5p to 2.75p giving a total of 4.5p (4p).

"Overall we have suffered a very disappointing year," said Mr Michael Dawson, Tunstall's chairman.

He added that early signs

had been forced to write off about £1.5m against non-recurring stock obsolescence and bad debts.

The group also suffered the continuing impact of last year's £5.5m write off against its investment in Sound Diffusion, the electrical leasing company.

Its expenditure on its stake in the company raised interest payments from £53,000 to £11,000.

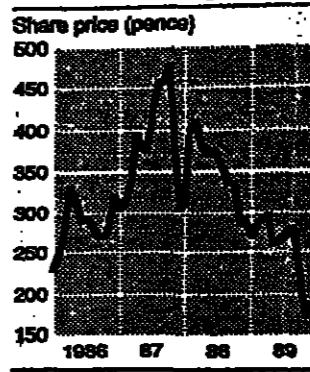
Tunstall also announced yesterday that it is selling Ademco to Gardner Group for £2.2m.

Group turnover declined from £52.06m to £29.93m and earnings per share fell from 21.5p to 12.5p. However, the company expressed confidence in the future and has raised the final dividend from 2.5p to 2.75p giving a total of 4.5p (4p).

"Overall we have suffered a very disappointing year," said Mr Michael Dawson, Tunstall's chairman.

He added that early signs

Tunstall Group



indicated another satisfactory year in the home market but substantial investment was required to address its overseas opportunities.

COMMENT

Tunstall's record of diversification leaves much to be desired. Last year it was Sound Diffusion which provided more than

20% of bad news and the failure of Ademco, which was only acquired in 1987, has provided equal gloom in 1989. It is therefore something of a relief that the group is now focusing on its core businesses, and in particular its emergency communications for elderly people. But even here there are reasons for caution. The private market, which represents the bulk of elderly people, has proved harder to break into than the public sector, and geographical expansion into Europe offers plenty of obstacles. More immediately, Tunstall is likely to be constrained by the problems facing private sheltered households. The balance sheet has also taken a beating and gearing remains at about 100 per cent. The core business remains solid, and the prospective multiple of 7.5 on pre-tax forecasts of 26.5m is cheap. But while elimination of negatives will bring short term recovery, the source of longer term expansion remains elusive.

Ritz Design up 14% but margins tight

Profits of the Ritz Design Group rose 14 per cent on sales some 30 per cent up in the half year ended September 30 1989.

Margins generally were still tight as high street stores for the effect of high interest rates, said Mr Richard Clinton, the chairman. But he believed the close association with Marks & Spencer, the group's principal customer, would prove a strength in this difficult period.

The group, which makes houses, lingerie and swimwear, saw its turnover increase to £14.5m (£10.9m) and profit to £743,000 (£650,000), after interest charges of £264,000 (£260,000).

Fantastic Textiles, the underwear maker acquired in July, was undergoing changes which should enable it to make a significant contribution to profits in future.

The group had started the second half well.

Earnings were 5.4p (5p) and interim dividends are initiated with a payment of 1.5p, which should approximate to one-third the projected total.

Windsor launches trust to specialise in convertibles

By Nikki Taft

CHANGING THE pattern of new investment trust launches away from "emerging market" and "European" funds, Windsor Investment Management - part of the Windsor Life group - is bringing a trust specialising in UK and US convertible shares to the stock market.

In a letter to shareholders Mr Cross, chairman, said Elswick had expected to make satisfactory progress during the second half of the current financial year.

In the October interim statement, the company reported pre-tax profits down from £22,000 to £247,000 after an increase from 26,000 to 25,000 in interest payable.

The balance of the current placing will reduce Elswick's borrowings and leave it well placed to finance further acquisitions, said to be currently under investigation.

Simon Canadian buy

Simon Engineering is acquiring Dick Engineering of Toronto, Canada, for an initial C\$1.5m cash, plus further profit-related payments.

Dick is a consultancy providing project management and design engineering. In year ended June 30 1989 trading profit was \$201,000.

The unusual feature is that it plans to gear up via the taking on of £15m of fixed-rate, dollar-denominated bank borrowings. The loan will be provided by Bank of Scotland, with the interest rate currently estimated at 8.75 per cent, but with the managers saying they hope that this can be nudged down.

This structure should have tax benefits. The US convertibles pay income gross, and the fund managers expect that the normal corporation tax liability will be eliminated by the offset of interest on the borrowings.

Norfolk House purchase

Norfolk House has acquired Trusters. The purchase is the first stage in the group's long-term strategy to develop a new network of commercial vehicle remodelling and restaurant facilities with a strong

brand image.

The aggregate consideration is £13m. This amount is to be satisfied by the issue to the vendor on completion of 200,000 new Norfolk ordinary shares.

Accordingly, the anticipated yield is put at 8.5 per cent.

The UK portfolio will managed by Windsor Investment Management, which currently handles around £100m of funds under management - including the Windsor Convertible and Equity unit trust. In the US, the managers are Mackay-Sמית Financial Corporation, part of the New York Life Insurance Company, which in turn recently acquired Windsor Group. Mackay has some £3.5m under management, including £600m in convertible portfolios.

Accordingly, the anticipated yield is put at 8.5 per cent.

The UK portfolio will managed by Windsor Investment Management, which currently handles around £100m of funds under management - including the Windsor Convertible and Equity unit trust. In the US, the managers are Mackay-Sמית Financial Corporation, part of the New York Life Insurance Company, which in turn recently acquired Windsor Group. Mackay has some £3.5m under management, including £600m in convertible portfolios.

Accordingly, the anticipated yield is put at 8.5 per cent.

The UK portfolio will managed by Windsor Investment Management, which currently handles around £100m of funds under management - including the Windsor Convertible and Equity unit trust. In the US, the managers are Mackay-Sמית Financial Corporation, part of the New York Life Insurance Company, which in turn recently acquired Windsor Group. Mackay has some £3.5m under management, including £600m in convertible portfolios.

Accordingly, the anticipated yield is put at 8.5 per cent.

The UK portfolio will managed by Windsor Investment Management, which currently handles around £100m of funds under management - including the Windsor Convertible and Equity unit trust. In the US, the managers are Mackay-Sמית Financial Corporation, part of the New York Life Insurance Company, which in turn recently acquired Windsor Group. Mackay has some £3.5m under management, including £600m in convertible portfolios.

Accordingly, the anticipated yield is put at 8.5 per cent.

</

UK COMPANY NEWS

Possible brewing hive-off by Control Securities

By Vanessa Houlder

MR NAZEM VIRANI, chairman of Control Securities, the property and leisure group, is considering spinning off the brewing and pub interests into a separate quoted company.

Control also revealed yesterday a 74 per cent rise in interim pre-tax profits from £2.5m to £4.5m.

A price tag of more than £200m might be attached to the leisure interests, assuming they attracted a multiple in line with other leisure groups, said Mr Virani. "It really would enhance the value for shareholders," he said.

A demerger would tackle what Control considers to be the low valuation ascribed to the leisure. Over the past year the group has fallen by 10 per cent to 441p, which compares with a net asset value of 52p in the March accounts.

Control has built up its leisure portfolio over the past two years by buying 22 hotels in the UK and Spain, 550 pubs and the Bellhaven Brewery. Its claims its value has been substantially enhanced as a result of pub refurbishments and the benefits of selling Bellhaven beer to an expanded chain of

pubs.

The brewery has increased its output from 20,000 barrels to 50,000 barrels since it came into Control's ownership at the start of the year.

In the six months to September 30 the leisure division tripled its profits to £4.5m (£1.55m), the property division more than doubled profits to £18.6m (£8.5m). Overall turnover increased by 31 per cent to £73.6m (£56.2m).

In the half year net rental income was about £10.5m. Mr Virani said that early rent reviews would ensure continued growth.

Mr Virani said that "current high interest rates inevitably bring a degree of uncertainty into predicting market conditions that lie ahead. However, an encouraging start to the second half of the financial year has already been made."

After buying back 40m shares at 55p since its annual general meeting the company plans to ask permission to buy back a further 30m shares representing 10 per cent of the shares in issue.

An interim dividend of 65p

(0.375p) was declared.

COMMENT

The market's response to Control's meteoric rise since 1986 has been a rather grudging one. Despite a sharp rise in asset value and a large improvement in the quality of earnings Control's shares have gone nowhere in the past couple of years. Assuming it makes profits of £28m this year, its share, up 5p to 441p, are on a p/e multiple of 7. Yet Control's formula is a good one. The pubs provide strong cash flow, good asset backing and are an important outlet for Bellhaven beer. Together with the likely benefits of the Monopolies report which would enhance Bellhaven's standing as a guest beer the prospects of the brewery have been greatly enhanced over the past year. And although Control has a large exposure to the property sector, its portfolio is biased towards less vulnerable areas of the economy. Accordingly, Control's shares should offer attractions to investors even before taking into account the possibilities of a demerger.

Water acquisition for Sutcliffe Speakman

By Rachel Johnson

SUTCLIFFE SPEAKMAN, the environmental engineering company specialising in products for water purification, yesterday announced it had agreed to buy part of Walker Greenbank, the former multi-conglomerate, for £3.45m.

With the acquisition, Sutcliffe Speakman will add to its base in activated carbons and solvent recovery. It has made a series of acquisitions designed to concentrate its activities in the fields of water treatment and filtration.

Walker Greenbank has been disposing of its subsidiaries to slim down its operations and concentrate on its large contract wallcovering business.

The announcement came as Sutcliffe revealed pre-tax overseas sales from £98.4m to £15.32m.

Exchange rate movements, principally the strengthening of the US dollar and the D-Mark, added about 5m to the pre-tax line, Sir Trevor Holdsworth, chairman, said.

Sir Trevor said prospects for the second half would allow the group to show an improved performance over the corresponding period.

"I do not see demand overseas tailing off," Sir Trevor said.

The largest division by sales is the pollution business. The others comprise paper, mineral processing, general industries, agriculture, and oil services.

Capital expenditure

Overseas side helps Allied Colloids to 20% profit growth

By Clare Pearson

ALLIED COLLOIDS, the speciality chemicals manufacturer, achieved a 20 per cent increase in pre-tax profits to £19.2m in the half-year to end-September.

The outcome compared with £15.8m, and was scored on turnover which showed an increase to £104.38m (£94.32m).

Operating profits surged to £18.34m (£15.58m) and interest receivable rose to £854,000 (£415,000).

Sales growth came almost entirely from overseas. Reflecting dullness in the British markets for the group's products, UK turnover barely moved ahead to £17.03m (£16.12m).

Strong markets elsewhere, by contrast, combined to lift overseas sales from £88.41m to £88.32m.

Turnover increased from £263.600 to £273.600. Turnover increased from £15.7m to £22.9m.

At the operating level profits rose from £26.600 to £21.78m.

Mr John Belliss, chairman, said the result had been adversely hit by four months' low production from a new kiln and the increases in interest rates, which had inevitably had an effect.

However, he believed the group now had a firm base in the business of environmental control and order books were "healthy" particularly for water screening products.

Greenbank and its subsidiaries comprise water treatment equipment, desalination equipment, screw pumps and other drying and curing systems. To pay for these, and the assets of US-based Water and Effluent Screening Operations, Sutcliffe is issuing 1.92m shares at 155p per share. Smith New Court and County MidWest Wood Mackenzie are handling a vendor placing to raise £1.5m and a cash placing for £1m.

Turnover for the period was up from £27.6m to £29.56m but the trading profit was marginally lower at £1.07m (£1.05m).

Net interest payable rose sharply to £197,000 (£119,000). Basic earnings per share were down from 6.7p to 5.5p after tax of £316,000 (£359,000). A maiden interim of 1.25p is being paid.

amounted to £12m during the half, and is on course to total £21m in the full year. Much of this is in the US, where new plant is set to come on stream in the first quarter of next year.

Earnings per share rose to 4.14p (3.6p). The interim dividend is stepped up to 0.75p (0.65p).

COMMENT

These results, flattered by comparison with a dull first half last time, troubled the market. It had been expecting improved conditions in terms of exchange rates and raw material prices, together with the uplift in sales, to produce an improvement in margins. In the event, quarterly price negotiations meant the improved raw materials prices did not work through as thought; at the same time, the way the company took foreign exchange cover meant currency movements did not yield as much benefit at the profit line as had been expected.

The company ascribed lower margins to loss of certain types of UK business. The result was a 13p fall in the share price to 160p as analysts shaved full year pre-tax profits forecasts to about £22m. In the longer term, improved buying and currency conditions should start to make themselves felt, but the onus is clearly on the company to maintain its robust sales growth. The prospective p/e is now about 15.6; the shares are likely to drift.

1990 Warning to Investors from Discount Brokers International

Don't pay high cost commissions.

Send for free New 1990 commission schedule.

1. We do not maintain a costly research department. Our customers can get investment advice simply by using a fraction of the money we save them to subscribe to an independent advisory service.

2. Our registered representatives are paid salaries, not sales commissions.

3. Our highly automated systems make it possible to give you the lowest rates even if you only do three or four bargains a year.

There is no law that you must only have one broker. You do not have to give up your present broker to try us. Then, after just one or two bargains you can make your own comparison.

For example: if you buy or sell 2000 shares of a stock selling for 14p per share, we charge you £50, compared to the rate of £121 charged by a typical full-price broker. This is a saving of £71 or £35.2 a year, if you do the twelve times.

We are a member of the International Stock Exchange and The Securities Association. We service thousands of satisfied investors. We are owned by several institutions including Amsterdam-Rotterdam Bank and the Jardine Matheson Group.

We offer services you would expect from a full price broker, including execution of most master orders while you are on the telephone, prompt remittal of contract notes and consolidated statements. Yet we charge among the lowest commission rates in the United Kingdom.

How can we provide so much for so little? Simply through our own combination of carefully planned cost control:

Main Office: Parliament House, 81 Black Prince Road, London SE1 7SZ.

TARGET TRUST MANAGERS LIMITED

hereby announce that:

Following the adoption of the scheme of amalgamation of Target Convertible Fund with Target Income Fund the former holders of Target Convertible Fund will receive 1,372,970,750 units in Target Income Fund for each unit held at 30 November 1989.

Allocation will be made to the nearest thousandth of a unit. Certificates in respect of the new holdings in Target Income Fund will be despatched in due course.



A moment of reflection.

COMMODITIES AND AGRICULTURE

Rustenburg refinery runs into teething difficulties

By Jim Jones, in Johannesburg

RUSTENBURG Platinum's new precious metals refinery has run into teething problems which have left production of platinum group metals (pgm), particularly rhodium, well behind schedule.

The refinery, in the nominally independent black state of Bophuthatswana, was opened in March to replace two older refineries now closed in South Africa and Britain.

Perceived shortages of physical metal have pushed rhodium prices up sharply to about \$1,800 an ounce from about \$1,300 a fortnight ago. The shortages have apparently been compounded by slower deliveries from the Soviet Union and rumoured technical problems at other South African platinum mines.

Prices have also been lifted by European automakers trying to secure supply contracts for the 1990s, when pgm-based exhaust catalysts are due to be fitted to cars to comply with clean air regulations.

Rustenburg had expected the new refinery to shorten considerably the processing time of pgm. Recovery of the insoluble

DE BEERS Consolidated Mines is to go ahead with the Venetia Diamond Mine in the northern Transvaal at a cost of R1.1bn, writes David Blackwell. The group said that, at full production, the mine would yield more than 4m carats a year to the treatment of 3.3m tonnes of ore. The mine will begin limited production in the second half of next year, and is expected to reach full production in 1993.

metals such as rhodium could take a year in the old refinery. The new refinery is expected to cut the process time to about five months.

The company does not disclose its pgm production figures, but Rustenburg generally supplies about one third of the world's 305,000-ounce annual supply of rhodium.

The company will not say how much expected rhodium production has been lost, but local metals analysts estimate the shortfall could be about 30,000 ounces by the time normal production levels are achieved early next year.

Rustenburg says the flow of semi-pure rhodium into the final refining stages is now running at the design rate. It adds that production of platinum and palladium is virtually up to expectations. The refinery's teething problems seem to have had little effect on the much larger platinum and palladium markets.

Metals analysts here have added to the rumours by saying other South African platinum producers are experiencing difficulties recovering rhodium and other insolubles.

Mr Kevin Wilkinson of Western Platinum said, however, this was not the case with his company. About a year ago contaminants in the ore disrupted Western's rhodium recovery process, and semi-pure metal was shipped abroad for refining for a while.

This sort of disruption happens periodically and can affect a finely-tuned refinery's operations. The new Crocodile mine, managed by Rand Mines, does not recover rhodium, ruthenium or iridium in South Africa but as a matter of course sends semi-pure metal abroad for final recovery.

Metals analysts here have

predicted that the new refinery will be able to cut the process time to about five months.

The company does not disclose its pgm production figures, but Rustenburg generally supplies about one third of the world's 305,000-ounce annual supply of rhodium.

The company will not say how much expected rhodium production has been lost, but local metals analysts estimate the shortfall could be about 30,000 ounces by the time normal production levels are achieved early next year.

Gencor to open large gold mine

By Jim Jones

GENCOR, South Africa's second largest mining house, is to open a large gold mine in the Orange Free State, immediately to the south of the Vaal Reef mine.

The Weltevreden Mine will not be quoted on the Johannesburg Stock Exchange but will remain owned by its promoters. It will exploit shallow ore on the Ventersdorp Contact Reef (VCR) and is expected to start production within 30 months at a comparatively low cost.

In Johannesburg yesterday Mr Barry Lund, head of Gencor's gold project division, said the ore lies at depths from 100 metres below surface to about 1,100 metres.

The shallowness permits considerable flexibility in mine planning, reduces risk and allows the mine to be opened

by a decline shaft. Mr Lund said it will cost R160m (\$29m) in mid-1989 terms to develop the mine to an initial ore processing rate of 30,000 tonnes/month and that the first ore will be milled in the second half of 1992.

Thereafter expansion to 90,000 tonnes/month will be undertaken at a 1989 cost of R100m, but only after initial mining has confirmed the viability of the surface exploration drilling.

At this stage, the plan is to start the expansion early in 1985 and to pay for it out of mining profits. The Weltevreden area was first drilled by the old Union Corporation group over 50 years ago and has been drilled periodically since then.

Profitable exploitation has

however, as the industry's break-even grades are at their lowest in almost 70 years. That, in turn, has come about as a result of the rand's progressive weakness – in spite of a poor dollar price for gold and the fact that mining costs have been rising at 15 per cent or more annually for several years.

Mr Lund said the initial mining area would deliver a total of 30m tonnes of VCR ore to the mill at an average gold recovery grade of 5.1 grammes per tonne, although grades will be about 4 grammes/tonne during the first few years of operations. Mr Lund added that additional ore will most likely be mined outside the initial area. Other gold-bearing reefs exist in the mine property but have been excluded from mine planning.

WEEKLY METALS PRICES

Prices from Metal Bulletin (last week's in brackets).

ANTIMONY: European free market, 99.5 per cent, \$ per tonne, in warehouse, 1.725-1.760 (1.750-1.800).

BISMUTH: European free market, min. 99.9 per cent, \$ per lb, tonne lots in warehouse, 4.20-4.65.

CADIUM: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 4.75-5.20 (5.00-5.40).

COBALT: European free market, 99.5 per cent, \$ per tonne, in warehouse, 7.40-7.60 (7.40-7.70).

TUNGSTEN ORE: European free market, standard min. 65 per cent, \$ per tonne unit (10 kg) WO, cif, 44-55 (same).

MOLYBDENUM: European free market, drummed molybdenic oxide, \$ per lb Mo, in warehouse, 2.58-2.68 (2.55-2.65).

VANADIUM: European free market, 98 per cent, \$ per lb VO, cif, 2.30-2.50 (2.50-2.80).

URANIUM: Nucleco exchange value, \$ per lb, UO, 9.60 (same).

IB, in warehouse, 5.40-6.00 (5.35-6.00).

TURMERIC ORE: European free market, min. 99.9 per cent, \$ per 76 lb flask in warehouse, 240-255.

SELENIUM: European free market, 99.5 per cent, \$ per tonne, in warehouse, 10.15-10.35 (10.15-10.35).

SUGAR – London FOX (\$ per tonne)

SPOT MARKETS

SPOT MARKETS + or -

Dubai \$16.30-16.50

Brunei \$16.30-16.50

WTI (1 pm est) \$20.10-20.35

ON products

ON/spot/delivered delivery per tonne CIF + or -

Premium Gasoline \$10.00-10.20

Gas Oil \$20.20-20.40

Heavy Fuel Oil \$11.15-11.35

Naphtha \$16.30-16.50

Petroleum Argus Estimates

Other + or -

Gold (per troy oz) \$40.75-41.75

Silver (per troy oz) \$60.00-60.50

Palladium (per troy oz) \$14.00-14.25

Aluminum (free market) \$16.00-16.50

Copper (US Producer) \$11.50-11.80

Lead (US Producer) \$0.50-0.60

Nickel (tree market) \$10.00-10.20

tin (free market) \$10.15-10.35

Tin (New York) \$2.90-3.00

Zinc (US Prime Western) 70.4c-70.6c

Castile (live weight) 114.00-114.50

Sheep (dead weight) 114.00-114.50

Pigs (live weight) 57.80p-58.00p

London daily sugar (raw) \$32.60-32.80

London daily sugar (white) \$10.70-10.90

Tate and Lyle export price \$33.00-33.50

Barley (English feed) \$115.50-116.00

Wheat (US No. 3 yellow) \$12.00

Wheat (US Durum Northern) \$12.75-12.90

Rubber (spot) \$0.00p-0.00p

Rubber (spot) \$0.00p-0.00p

Rubber (per tonne) \$2.00-2.20

Rubber (KL RSS No. 1) 22.00m-22.50m

Coconut oil (Philippines) \$420c-425c

Palm Oil (Malaysia) \$223.5-225.0

Copra (Philippines) \$220-225

Soyabeans (US) \$170.0-172.50

Cotton "A" Index 78.20c-78.40c

Wool tops (SIS Super) \$70c

COTTON Liverpool-Spot and shipment sales for the week ended December 1 amounted to 511 tonnes against 391 tonnes in the previous week. Trading was very low during the week with only small orders made in West African growths.

Keeping the Falkland Islands' squids in

Gary Mead on the mutual interest that may make Britain and Argentina compromise

MILLIONS ARE sitting down in the Far East tonight to a meal which started life thousands of miles away in the South Atlantic.

Their squid suppliers were, in all probability, swept up by one of the dozens of jiggers and trawlers which bought licences from the Falkland Islands Government last year to fish within the 150-mile Falklands Interim Conservation and Management Zone (FICZ), thrown

around the islands by the British Government on 29 October, 1988.

The sale of fishing licences to foreign vessels has displaced sheep farming as the Falklands' biggest revenue earner.

Its government's budget for the financial year July 1 1989 to June 30 1990 estimates that out of total revenue of more than US\$60m (£39.5m), 71 per cent (\$42.6m) will come from sales of fishing licences. Of the various fin-fish and squid captured, by far the most valuable is the Illex squid.

Licence revenue has steadily increased from \$21.2m in 1987, the first season – in 1988 it went up to \$24.8m.

For the boom to develop into a stable industry there is need for a one-year life-cycle and is vulnerable to being wiped out in a single season. Last season the single most successful vessel caught squid at a rate of more than 70 tonnes per hour.

Senior Argentine diplomats hope that the Paris talks will lead to Argentine and British co-operation in the allocation of fishing licences and conservation in the South Atlantic. That will alarm the Falklanders, who will regard any such agreement as the thin end of the wedge.

Leaving aside the political implications of such an agreement, it would appear to make good sense as far as conservation of a valuable but

extremely sensitive resource is concerned. Doubt currently hangs over the area around the north-west of the Falklands, where 157 licensed trawlers will scoop up Illex by the cartload from March 1990. There is a serious possibility that stocks may run out – due to the failure of current conservation measures – and render the present Falklands boom little more than a latter-day South Sea Bubble.

On the Falklands, however, there is a growing fear that both the first two aims are failing and so threatening the third.

The islanders' hopes of

establishing an autonomous revenue base translates into a political aim – insuring themselves against any future

Report, conservation of the Illex stock should mean that 40 per cent of the squid which would have annually survived – had there been no fishing – should be allowed to escape. Mr Sampson said that he had hoped the September talks would see a "30 to 35 per cent escapement rate" but we were beaten down to 20 per cent."

He added that pressure from foreign fleets may eventually "kill off" the stock, but we must hope that that day can be put off for as long as possible."

Mr Sampson estimated that in the past two fishing seasons, escapement rates had been as low as 7 to 10 per cent. Therefore, he said, the Falklands' fishing industry will be forced to adapt to a lower top speed than the slowest foreign fishing trawler.

There are also tactical misgivings on the issue of poaching prevention, situated on the perimeter of the FICZ. The government has one patrol vessel, "The Desire", which has a lower top speed than the slowest foreign fishing trawler.

"The Desire" is based up by a Dornier 228 aircraft but that is being replaced (for cost reasons) by two small "Hawker" aircraft, which are as yet unknown quantities when it comes to tracking down poachers.

"We are going to be hard pressed this coming season," said one anti-poaching patrol member.

In spite of the likely disgust of the Falklanders, the British and Argentine governments therefore go to Paris with a mutual aim already in mind – to make sure that squid suppliers are around for many years to come to Anglo-Argentine benefit – never mind who actually owns the Falklands.

FALKLANDS ISLANDS FISHING

1987

TOTAL CATCH

1988

1989

1990

1991

1992

1993

1994

LONDON STOCK EXCHANGE

Building shares lead equities ahead

THE UK stock market was favourably impressed by the performance of Mr John Major, the UK Chancellor, in his first political grilling by a Parliamentary Committee. With its hopes that further rises in domestic interest rates will be avoided, still unmet, the equity sector registered another double digit gain on the FT-SE Index, with investors encouraged by the growing indications that the water privatisation issue are heading for a major success.

The attention shifted away from the financial sectors which have led the market ahead over the past week, in fact, bank stocks were notable

plant in West Germany. UK building companies hope to benefit from the boom now predicted for East Germany.

A further stimulus came from property shares, where the suspension of British Land, one of the leading UK groups, ahead of a company statement today, set the sector alight. Analysts speculated on British Land's intentions - one possibility is that it might float off its most important asset, Plantation House in the City of London.

The market heat was taken up in style by the building and construction issues, where the focus was at a meeting of analysts with BHP, the plasterboard manufacturer, at its

a large UK marketmaking house.

London equities closed at the day's best levels despite some concern over the sluggish opening on Wall Street following IBM's confirmation of extensive restructuring plans. At its final reading of 2,327.5, the FT-SE Index was a net 24.1 higher on the day. Share volume at 428.5m was a shade under Monday's level but sustained the modest improvement of the past week.

Once again traders stressed the tightness of marketmakers' positions, which often sent share prices higher. In thin trading, Property stocks, it was noted, jumped sharply even

though the first announcement from British Land provided little reason for a general upturn.

Another significant buttress for market confidence has come from unofficial pre-market trading in the ten water privatisation issues, which are now indicating premiums of 20 points or more. Profits on the water issues by private investors are expected to find their way back into equities fairly quickly, while institutional profits will provide further cushioning for liquidity positions at the leading funds which are already believed to range to around 7 per cent of assets, a high proportion by historic standards.

Banking stocks unsettled

The banking sector, among the best performing sectors last month, was one of the most volatile yesterday, responding first to a downgrading of profits forecasts and then rallying in line with the rest of the market.

The big four banks opened with marginal gains but came under selling pressure as news of a widespread profits downgrading by County NatWest WoodMac filtered into the market. Mr John Aitken at County cut his forecasts for the current year and for next year, citing worries about the level of bad domestic debts and that "normal profits are not growing as expected."

Mr Aitken reduced his forecast for Barclays from 590p to 584p, and that for NatWest from 550p to 545p. He reckons Lloyds will incur a loss of 265p and Midland, one of 297.5p. The County analyst also came out with big cuts in his forecasts for 1990 pre-tax profits. The figure for Barclays is reduced from 51.65p to 51.55p, for Lloyds from 51.55p to 51.55p for Midland from 57.55p to 57.55p and for NatWest from 51.75p to 51.75p.

"The banking business," says Mr Aitken, "is going to be flat this year and flat next year. I think bank shares are going down before they go up." Mr Rod Barrett, banks analyst at Goldman Sachs, is forecasting even lower 1990 profits for the big-four. For Barclays he is going for 51.55p, for NatWest 51.35p, Lloyds 51.65p and Midland 55.55p. "Expectations will have to come down," said Mr Barrett. "Because of lower growth and the risk of recession in the UK," Barclays closed 3. off at 545p, after 544p. Lloyds were a penny up at 545p, after 545p. Midland settled 5. down at 554p, after 545p and NatWest were finally 4 lower at 545p, after 535p.

British Land drama

British Land climbed 14 to 350p in early trading before its suspension at nine minutes before the official market opening at 9.00, by which time more than 500,000 shares had changed hands. Only a week ago the share touched their year's low of 225p.

The suspension announcement was brief and lacking in detail, leaving the market to speculate that a takeover might be in the offing and spawning an explosion in the prices of other leading property issues. A fuller but still

Account	Dealing	Date
First Dealing	Dec 11	Dec 27
Dec 7	Dec 27	Jan 11
Last Dealing	Dec 28	Jan 12
Antecedent Date	Dec 28	Jan 22

New Share Dealing may take place from 200 or less business days earlier

luggards as a UK house joined the list of securities firms now downgrading the UK banking stocks.

The market heat was taken up in style by the building and construction issues, where the focus was at a meeting of analysts with BHP, the plasterboard manufacturer, at its

Planting announcement at 9.30 said the company was finalising proposals "to maximise shareholder value which do not involve an offer for the company." More details are promised for today.

One theory in the market was that a group of plans involving Plantation House, the property group in the City of London, which owns 28 per cent of British Land's assets. These might, according to market analysts, include having a trust fund on the Plantation House assets, perhaps, giving them off into a separate company, or even sell it. Another suggestion was that the company, unhappy at the 40 per cent discount to asset value in the share price, plans to buy in stock.

Reuters busy

Reuters moved ahead strongly at the start of trading and continued beyond the 11.00 mark to close at an all-time high of 1601p. The initial impetus for the rise was provided by heavy overnight demand for the ADRs - dealers said that ADRs for the equivalent of almost 3m shares changed hands in New York on Monday, eight times the London turnover. Similar ratios were reported yesterday.

Much of the ADR trading was being done by London-based Société Générale Strassburg, where Mr Paul Tisch said the company was doing around half the ADR business.

US investors were said to be encouraged by positive press comment in the US on Reuters.

Analysts in London were excited by the prospect of a presentation on the company late yesterday in New York by a large local securities house

and dealers said that there would be a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

The action in the banks was not confined to the big-four. TSB shares shuddered for much of the session but then moved up strongly late in the day to close with a 6 gain at 127p, just 6 short of the 1989 high; turnover was a bigger than usual 5.7m shares. Dealers said there had been a resurgence of recent stories that a Continental stakeholder had been operating.

ET UNIT TRUST INFORMATION SERVICE

- Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-825-2128

LONDON SHARE SERVICE

● Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-926-2128

AMERICANS—Contd

BUILDING, TIMBER, ROADS—Contd

DRAPERY AND STORES—Contd

ENGINEERING—Contd

INDUSTRIALS (Miscel.)—Contd

INDUSTRIALS (Miscel.)—Contd

1989	Stock	Price	Yield	Conv.	Conv.	Conv.	1989	Stock	Price	Yield	Conv.	Conv.	Conv.	1989	Stock	Price	Yield	Conv.	Conv.	Conv.	
High Low	Stock	Per	%	Conv.	Conv.	Conv.	High Low	Stock	Per	%	Conv.	Conv.	Conv.	High Low	Stock	Per	%	Conv.	Conv.	Conv.	
150 150	8477 Astro Inc 50c	315	315	0.7			150 150	2194PML Co	21	21	1.5	2.5	3.5	150 150	1344 Astral Ind 50c	115	115	1.7	2.7	3.5	150 150
150 150	2242 Burrell 51c	325	325	1.5			150 150	3111 B.C. Construction Proj.	21	21	1.5	2.5	3.5	150 150	7010 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	605 B.C. Corp 51c	345	345	1.5			150 150	1534 Cret Michel	21	21	1.5	2.5	3.5	150 150	901000 Astral 5p	115	115	2.2	3.2	3.5	150 150
150 150	605 B.C. Corp 51c	345	345	1.5			150 150	1535 Cret Michel	21	21	1.5	2.5	3.5	150 150	2200 Astral Ind 10c	115	115	2.2	3.2	3.5	150 150
150 150	2252 B.C. Corp 10c	295	295	1.5			150 150	1536 Cret Michel	21	21	1.5	2.5	3.5	150 150	2201 Astral Ind 10c	115	115	2.2	3.2	3.5	150 150
150 150	1214 Lone Star Inds 51	121	121	1.5			150 150	1537 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1214 Lone Star Inds 51	121	121	1.5			150 150	1538 Cret Michel	21	21	1.5	2.5	3.5	150 150	2610 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1214 Lone Star Inds 15c	121	121	1.5			150 150	1539 Cret Michel	21	21	1.5	2.5	3.5	150 150	2611 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1540 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1541 Cret Michel	21	21	1.5	2.5	3.5	150 150	2612 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1542 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1543 Cret Michel	21	21	1.5	2.5	3.5	150 150	2613 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1544 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1545 Cret Michel	21	21	1.5	2.5	3.5	150 150	2614 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1546 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1547 Cret Michel	21	21	1.5	2.5	3.5	150 150	2615 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1548 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1549 Cret Michel	21	21	1.5	2.5	3.5	150 150	2616 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1550 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1551 Cret Michel	21	21	1.5	2.5	3.5	150 150	2617 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1552 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1553 Cret Michel	21	21	1.5	2.5	3.5	150 150	2618 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1554 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1555 Cret Michel	21	21	1.5	2.5	3.5	150 150	2619 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1556 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1557 Cret Michel	21	21	1.5	2.5	3.5	150 150	2620 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1558 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1559 Cret Michel	21	21	1.5	2.5	3.5	150 150	2621 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1560 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1561 Cret Michel	21	21	1.5	2.5	3.5	150 150	2622 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1562 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1563 Cret Michel	21	21	1.5	2.5	3.5	150 150	2623 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150	1514 Manuf. Harness 51	150	150	1.5			150 150	1564 Cret Michel	21	21	1.5	2.5	3.5	150 150	1011 B.C. Industries	115	115	2.2	3.2	3.5	150 150
150 150</																					

LONDON SHARE SERVICE

- Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-825-2128

This service is available to every Company listed on Stock Exchanges throughout the United Kingdom for a fee of \$985 per annum.

FOREIGN EXCHANGES

Dollar steady as sterling rises

Sterling moved higher yesterday as currency dealers reacted favourably to remarks by Mr John Major, the UK Chancellor of the Exchequer. Mr John Major, that he wanted a firm exchange rate along with tight fiscal and monetary policies in order to combat inflation. The US dollar remained steady as markets waited for the release of the Federal Reserve's Tan Book today and the November employment report on Friday.

Mr Major's remarks on Monday came after the London markets had closed and it was left to traders in New York and Tokyo to push sterling higher. By the time London opened yesterday most of the gains made in reaction to Mr Major's comments had already occurred.

Dealers said Mr Major's comments that he was not prepared to let a fall in sterling undermine the government's anti-inflationary stance reminded the markets that interest rates could yet be raised. Furthermore, Mr Major was perceived to have delivered a strong performance before MPs managing to tread through the minefield of questions on exchange rate policy and at the same time receiving a favourable press reaction.

Most analysts, however, said

Mr Major had not made any fundamental change in policy and that his testimony reflected merely a difference of style to his predecessor, Mr Nigel Lawson.

"He remained in quiet trading as dealers waited for the release of the Tan Book, a compilation of economic surveys from the regional Federal Reserve banks. Analysts said the report is likely to indicate a slower pace of economic growth.

But the Fed is unlikely to sanction an easing in monetary policy before the all-important November employment report. Analysts also expect the jobs data to point to weaker growth. "The Tan Book will be setting the scene for the employment report," said an economist with a leading West German bank.

The dollar closed at DM1.7760 from DM1.7805 on Monday. It was also at Y142.70 from Y141.55; at SF1.5895 from SF1.5895; and at FF1.0650 from FF1.0600. Its index closed unchanged at 68.9.

EURO-CURRENCY INTEREST RATES

Dec 5	Short term	7 days notice	One Month	Three Months	Six Months	One Year
Sterling	148-147	151-149	151-154	151-154	144-145	91-92
US Dollar	125-124	125-122	124-123	124-123	121-120	81-82
Swiss Franc	9-8	9-7	9-8	9-8	8-7	5-6
Deutsche Mark	9-7	9-7	9-7	9-7	9-7	5-6
French Franc	9-10	9-12	9-12	9-12	9-12	5-6
DM/FF	9-12	9-12	9-12	9-12	9-12	5-6
Yen	6-7	6-7	6-7	6-7	6-7	4-5
D. Franc	125-124	125-124	124-123	124-123	121-120	81-82
DM/Yen	84-84	84-84	84-84	84-84	84-84	84-84

Long term Eurobonds: two years 8.5-8.6 per cent; three years 8.5-8.6 per cent; four years 8.5-8.6 per cent; five years 8.5-8.6 per cent; 12 months 8.5-8.6 per cent.

2 IN NEW YORK

Dec 5	Latest	Previous Close
1 Spot	1.5460-1.5465	1.5460-1.5465
1 month	1.54-1.55	1.54-1.55
3 months	1.54-1.55	1.54-1.55
12 months	1.54-1.55	1.54-1.55

Forward premiums and discounts apply to the US dollar

STERLING INDEX

Dec 5	Dec 5	Previous
8.50	8.4	8.6
10.00	9.5	10.1
11.00	9.5	10.2
1.50	1.52	1.51
4.00	4.05	4.05
EU	3.710	3.740

CURRENCY RATES

Dec 5	Bank of England	Specialist Banks	Commercial Banks
US Dollar	1.21530	1.21728	
Canadian Dollar	1.14064		
Australian Dollar	1.12450		
Swiss Franc	1.04	1.04	
Deutsche Mark	1.02953	1.02953	
French Franc	0.78128	0.78128	
DM/FF	1.25128	1.25128	
Yen	0.78128	0.78128	
Japanese Yen	1.16	1.16	
Swiss Franc	0.78128	0.78128	
Deutsche Mark	1.02953	1.02953	
French Franc	0.78128	0.78128	
DM/FF	1.25128	1.25128	
Yen	0.78128	0.78128	
DM/Yen	0.78128	0.78128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	
Deutsche Mark/Yen	1.02953	1.02953	
French Franc/Yen	0.78128	0.78128	
DM/FF/Yen	1.25128	1.25128	
Yen/Yen	1.16	1.16	
DM/FF/Yen	1.25128	1.25128	
Swiss Franc/Yen	0.78128	0.78128	

WORLD STOCK MARKETS

NOTES - Prices on this page are as quoted on the individual exchanges and are last traded prices. (b) unavailable. (s) Delays suspended. (d) Ex dividend. (z) Ex scrip issue. (r) Ex rights. (x) Ex alt.

**To order in the U.S. call 1-800-344-1144.
In Canada 1-800-543-1007.**

FINANCIAL TIMES
34 Bank Street - New York, NY 10022 USA

11. *What is the name of the author of the book you are reading?*

3pm prices December 5

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on Page 47

NYSE COMPOSITE PRICES

12-Months PV \$10
High Low Stock Div. Yield 100% High Low
Continued from previous Page

Sales Figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 percent or more has been paid, the year's high-only range and dividend are shown for the new stock only. Unless otherwise noted, prices of dividends are annual distributions based on the latest declaration.

a-annual also x-split, b-annual rate of dividend plus stock dividend, c-liquidating dividend, d-old-titled, e-new yearly low, f-Dividend declared or paid in preceding 12 months, g-dividend in Canadian funds, subject to 15% non-residence tax, h-dividend declared after split-up or stock dividend, i-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting, l-dividend declared or paid this year, an accumulative base with dividends in arrears, m-new issue in the past 52 weeks, n-the high-low range begins with the start of trading, o-next day delivery, P/E price-earnings ratio, r-dividend declared or paid in preceding 12 months, plus stock dividend, s-split stock. Dividends begin with date of split, t-si-calls, dividend paid in stock in preceding 12 months, estimated cash amounts on ex-dividend or ex-distribution date, u-new yearly high, v-trading halted, w-in bankruptcy or receivership or being reorganized under the Bankruptcy Act, or securities assumed by such companies, x-distributed, y-when issued, ww-with warrants, x-ex-dividend or ex-rights, xdx-distribution, xw-without warrants, y-ex-dividend and sales initial, yd-yield, z-sales in full.

NASDAQ NATIONAL MARKET

3pm prices December 5

Stock	Div.	Sales	High	Low	Last	Chng	Stock	Div.	Sales	High	Low	Last	Chng	Stock	Div.	Sales	High	Low	Last	Chng	Stock	Div.	Sales	High	Low	Last	Chng
ABW Bd		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
ADC		25	150	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
ADT		10	2500	17	17	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
ALC h		175	15	15	15	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AST		8	2500	85	85	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
Acclaim	3	1	161	7	65	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AcmeSt		5	145	15	15	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
ActAR	1	1	15	842	94	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
Action		16	15	9	9	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
Actel		16	21	204	34	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
Adopt		17	20	1207	154	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdosSt	14	14	226	24	24	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvCr		15	215	15	15	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvMSy		16	215	57	57	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvPty		17	703	19	19	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		18	203	102	102	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		19	215	9	9	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		20	215	102	102	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		21	225	111	111	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		22	225	112	112	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		23	225	113	113	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		24	225	114	114	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		25	225	115	115	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		26	225	116	116	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		27	225	117	117	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		28	225	118	118	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		29	225	119	119	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		30	225	120	120	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		31	225	121	121	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		32	225	122	122	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		33	225	123	123	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		34	225	124	124	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		35	225	125	125	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		36	225	126	126	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		37	225	127	127	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		38	225	128	128	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		39	225	129	129	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		40	225	130	130	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		41	225	131	131	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		42	225	132	132	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		43	225	133	133	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		44	225	134	134	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		45	225	135	135	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		46	225	136	136	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		47	225	137	137	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		48	225	138	138	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		49	225	139	139	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-
AdvTr		50	225	140	140	-	Abx		7600	25	25	25	-	Abx		7600	25	25	25	-	Abx		7600				

FT hand-delivered in Turkey

FT hand delivered in Turkey
At no extra charge, if you work in the business centres of Ankara, Adana, Adapazarı, Antalya, Bursa, Eskişehir, İstanbul, İzmir, KAYSERİ, Kırıkkale, Kırşehir, Kocaeli, Manisa, Mersin, Samsun, Trabzon

 **Istanbul 5120190/10 lines**
Call 111 for details

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

**Have your
F.T. hand
delivered**
if you work in the
business centres of
COPENHAGEN
OR AARHUS

ARHUS Copenhagen

Copenhagen
(01) 134441

81, 20441
k
local Union

ael Heiniö
ails.

ALL TIMES

NCIAL TIMES

THE BUSINESS & FINANCIAL NEWSPAPER

THE BOSTONIAN SOCIETY

AMERICA

Dow edges lower despite advance in IBM

Wall Street

THE STOCK market was slightly lower in early afternoon trading yesterday, with no significant economic news to trigger activity and the focus mostly on Friday's November employment figures, writes *Jane Bush* in New York.

At 2 pm, the Dow Jones Industrial Average was off 7.26 at 2,743.37 in moderate volume of 95m shares.

The blue chip index had recorded a gain of about 7 points in mid-November, encouraged by news of a restructuring at IBM, but it then slipped back. On Monday, the Dow had closed 5.98 up at 2,753.63, its highest level since the mini-crash of October 13.

The only excitement in the market yesterday was the announcement by IBM which

also helped other technology issues. The company said that its restructuring plan included shedding at least 10,000 from its workforce, taking a fourth-quarter charge of about \$2.3bn and a buy-back of up to \$4bn of its common stock.

IBM's share price rose \$1.40 to \$100.4. Its share price had underperformed the broad market since the October 1987 Crash and, at yesterday's slightly improved levels, still stood below its lowest level of 1988. Among other technology issues, Compaq Computer rose \$1.4 to \$90.00 and Cray Research added \$1.4 to \$37.4.

Outside the technology sector, there was little news of note. The Treasury bond market was virtually unchanged at mid-session as dealers waited for fresh evidence of economic performance which might induce the US Federal Reserve

to ease monetary policy. There are two key events this week. First, the latest Tan Book of economic reports from regional Federal Reserve banks is due to be published today. This is used as a guide to setting monetary policy in the Federal Open Market Committee.

Probably more important to the financial markets, however, will be Friday's release of November employment data. A jump in unemployment insurance claims reported last week could point to a weak set of employment figures on Friday, with estimates for a rise in the non-farm payroll of 130,000 to 150,000, compared with the gain of 233,000 in October.

Both stock and bond markets are unlikely to break out of their narrow trading ranges until there is a clear sign of a shift on Fed policy. The Fed

fund rate remains resolutely at about 8% per cent.

Among featured issues was UAL, the parent company of United Airlines, which rose another \$2.4 to \$181.4 on continuing speculation that a new buy-out plan is in the pipeline. AMR also gained further ground, adding \$1.4 to \$86.4.

Mattel, the toy manufacturer added \$1.4 to \$19.4 after saying that it expected fourth-quarter sales to be 25 per cent higher than a year ago.

Broader stocks rose \$1.4 to \$123.9 in over-the-counter trading.

The board recommended a revised offer from McCaw Cellular Communications which could signal the end of a six-month takeover battle.

McCaw's A shares gained \$1.4 to \$40.4.

Aluminum Co of America

rose \$1.4 to \$75.4 after Shearson Lehman Hutton

issued a strong buy recommendation on the stock.

On the American Stock Exchange, International Banknote fell \$1.4 to \$44.4 after US Banknote, which had offered \$7 a share in a tender offer, said that it did not expect to get financing for the bid.

Canada

LIQUID trading left Toronto stocks mixed by mid-session in the absence of any significant features. Investors stayed on the sidelines, waiting for the release of November US jobs figures on Friday.

The composite index rose 4.2 to 3,956.9, with 12m shares changing hands.

Gold shares rose slightly as the London bullion price held close to the day's highs, although below Monday's close.

ASIA PACIFIC

Scramble to participate produces further record

Tokyo

ROBUST demand for equities kept share prices on the upswing yesterday, and took the Nikkei average to yet another record in lively trading, writes *Michio Nakamoto* in Tokyo.

The overnight advance on Wall Street joined encouraging prospects to trigger an early 235-point rise in the Nikkei, which later rose further to an intraday high of 37,545.46. After dipping to a low of 37,326.90, the index closed 150.30 higher at 37,494.17.

Advances outnumbered declines by 520 to 380 while 204 issues were unchanged. Turnover swelled to 1.4m shares from 1.2m and the Topix index of all listed shares gained 1.09 to 2,850.82. In London, the ISE/Nikkei index slipped 0.72 to 2,153.23.

The equity rally fed on itself as investors scrambled to buy their share of the action. Even those who doubted its durability a few days ago admitted that the market's stellar performance since the worldwide October plunge had made it difficult to deny that Tokyo was in for a good solid run. "If we can participate, we're in trouble," said one Japanese salesman.

Even fund managers no longer want to have to

October 13 reminded Japanese investors of the volatility of foreign investment, said Mr John Courtney at WI Carr.

Since that watershed, Japanese investors have allocated much larger proportions of their capital to the home market. This shift of funds coincided with historic developments in Eastern Europe, which raised hopeful expectations for the world economy in the new decade.

Tighter regulations designed to curb speculation have also hit brokers hard. The share options market, which reopened a month ago, barely exists.

Volumes there are running at just 0.05 per cent of total market turnover, compared with 30 to 40 per cent before the Naha affair.

SOUTH AFRICA

THE WEAKER bullion price tipped Johannesburg gold shares lower, but losses were restricted by a lower financial rand. Vaal Reefs lost R3 to R40. Platinum issues followed golds down, with Impala off R1 to R7.50.

Stockbrokers, too, have suffered a period of depression. Trading volumes are weak. On Monday, the Sao Paulo exchange turned over a mere US\$15m of the 200 units of the volumes seen earlier this year.

Tighter regulations designed to curb speculation have also hit brokers hard. The share options market, which reopened a month ago, barely exists.

Volumes there are running at just 0.05 per cent of total market turnover, compared with 30 to 40 per cent before the Naha affair.

This year has also brought individual investors record bonuses, which have provided the market with a strong boost in demand. The balance of supply and demand was helped further by a lack of any large new issue, such as the third and significantly large tranche of Nippon Telegraph and Telephone last year. At the same time, US interest rates were easing and Japanese interest rates, while still a source of concern, were clearly peaking.

TAIWAN registered a little ground on bargain hunting in a volatile session, the weighted index rising 5.4 to 3,701.15 after a fall of nearly 10 per cent over the past three sessions. Volumes returned to Wednesday's 1.7m after a 22-point rise on Monday.

Taiwan picked up to 10m shares worth US\$201m from Monday's 9m worth A\$191m.

SGX fell sharply as investors remained pessimistic about the market outlook. The composite index was 7.01 lower at 884.12, taking its losses to 22 points in the past four days.

HONG KONG was little changed in quiet trading, with turnover remaining low at HK\$75m and the Hang Seng

index of 3.0 at 2,764.45.

Mining stocks saw sharp losses as bullion traded briefly below US\$400 an ounce, with Western Mining off 15 cents to A\$1.86 as 2m shares changed hands.

Among cleaned gold, Pandor lost 18 cents to A\$1.82 and Dominion Mining 5 cents to A\$1.83.

Bond Corp. gained 1 cent to 21 cents, while associated company Bond Metals, part of a group from Mr Morris Pandor, slipped 1 cent to 15 cents.

WESTERN Mining, of Australia, which is to be listed on the Paris bourse on December 13, said it was likely to increase production of gold, nickel and oil over the next six months due to further international commodity markets. Mr Hugh Morgan, managing director, told journalists in Paris that the current London price of around \$400 was "handsome."

Banks were supported by approaching dividend payments and expectations that falling interest rates would benefit their profits.

SINGAPORE was driven higher by institutional buying and blue chips performed well, notably in the marine sector where good earnings forecasts excited interest. The Straits Times industrial index rose 5.56 to 1,431.39 in higher turnover of 40.7m shares, worth \$1.60m against Monday's 40m and \$1.1m.

Singapore Airlines foreign rose 30 cents to \$20.50. Jurong Shipyard gained 25 cents to \$35.50 and Keppel added 20 cents to \$36.50.

TAIWAN registered a little ground on bargain hunting in a volatile session, the weighted index rising 5.4 to 3,701.15 after a fall of nearly 10 per cent over the past three sessions. Volumes returned to Wednesday's 1.7m after a 22-point rise on Monday.

Taiwan picked up to 10m shares worth US\$201m from Monday's 9m worth A\$191m.

SGX fell sharply as investors remained pessimistic about the market outlook. The composite index was 7.01 lower at 884.12, taking its losses to 22 points in the past four days.

HONG KONG was little changed in quiet trading, with turnover remaining low at HK\$75m and the Hang Seng

index of 3.0 at 2,764.45.

Elections reinforce Brazil's sense of unease

John Barham on the economic, political and corporate reasons for current volatility

FEW investors in Brazilian equities are likely to forget 1989. Prices rose almost fourfold in dollar terms during the first five months, only to come crashing down in June when Mr Nafta Robert Nahas, Brazil's leading spectator, defaulted.

Now, in another spasm, share prices have lost all the weight they managed to gain in the months following the Nahas affair. In November, the São Paulo Exchange's Bovespa index of 67 shares dropped 4.5 per cent in dollar terms.

There has been a slight recovery in the past few days, taking the index close to its end-1989 level; but that changed yesterday when the Bovespa fell 4.5 per cent to 31.87.

Yet again, Brazil's stock market has lived up to its reputation as one of the world's most volatile bourses. As always, there are many explanations.

EUROPE

Tired leaders attract profit-taking

LEADING bourses had a busy session, ending mixed to lower, as France lost its grip on early gains and West Germany pulled in the profit-takers, writes *Our Markets Staff*.

PARIS ran out of steam after an early boost from better-than-expected September trade figures. The OMP 50 index closed 0.71 lower at 531.82 and the CAC 40 index was up 0.17 at 1,939.26, and trading remained reasonably active as long as the FT won.

The main feature was Suez, which saw a block of 500,000 shares put through by one buyer before it emerged that Chiyoda Mutual Life Insurance of Japan had taken a stake of 0.94 per cent, pushing its holding to just over 1 per cent.

The bank said the deal had been done with its agreement. Suez eased FFr1.50 to FFr245.50. "The Japanese are a nation are much more confident about France than they are about Germany," said a dealer.

Elsewhere, stocks in the oil sector were strong. Raffinerie jumping FFr1.70 to FFr170 and Géophysique up FFr39 at FFr899. BP France gained FFr1.50 to FFr150.50 in active turnover, having been left behind when the sector rose last week following price and production agreements by Opec.

Cérus, the French holding company of Mr Carlo De Benedetti, lost FFr1.8 to FFr14.5 amid speculation over whether the Italian financier might want to raise cash in his power struggle over the



Source: São Paulo Securities (US)

Mondadori publishing group, FRANKFURT saw widespread profit-taking after its four-day rally; but volume stayed high, there was a recovery from mid-session lows and there were indications that the market was prepared to rise on good news.

The DAX index, which opened 16.22 lower, finally fell 7.70 to 16.34.31 after a 4.46 drop to 684.61 in the FAZ in mid-session. Volume eased, but it was just can't keep up with that."

The Central Bank sent a shudder through the market last Friday, when it set interest rates at 68 per cent. Mrs Maria Lúcia Berenguer, an analyst at Brasípolis, an investment company, says: "There is

a rising fear of hyper-inflation, which the market had almost forgotten about."

The prospect of a wrenching economic slowdown in the new year has added to investors' trepidation, and disappointing performance by leading companies has darkened sentiment still further.

At corporate level, Petrobras, the national oil company, Banco do Brasil, the state-owned commercial bank group, and Paranapanema, a leading mining company, have all done badly in recent months.

The three companies now account for 43 per cent of the Bovespa index. Petrobras faces trading losses this year, as does Banco do Brasil, Paranapanema, which exports nearly all of Brazil's tin, mined at phenomenally wealthy Amazon mines, has been hit hard by falling prices. In November, its share fell 58 per cent in dollar terms.

just can't keep up with that."

The Central Bank sent a shudder through the market last Friday, when it set interest rates at 68 per cent. Mrs Maria Lúcia Berenguer, an analyst at Brasípolis, an investment company, says: "There is

a rising fear of hyper-inflation, which the market had almost forgotten about."

The prospect of a wrenching economic slowdown in the new year has added to investors' trepidation, and disappointing performance by leading companies has darkened sentiment still further.

At corporate level, Petrobras, the national oil company, Banco do Brasil, the state-owned commercial bank group, and Paranapanema, a leading mining company, have all done badly in recent months.

The three companies now account for 43 per cent of the Bovespa index. Petrobras faces trading losses this year, as does Banco do Brasil, Paranapanema, which exports nearly all of Brazil's tin, mined at phenomenally wealthy Amazon mines, has been hit hard by falling prices. In November, its share fell 58 per cent in dollar terms.

just can't keep up with that."

The Central Bank sent a shudder through the market last Friday, when it set interest rates at 68 per cent. Mrs Maria Lúcia Berenguer, an analyst at Brasípolis, an investment company, says: "There is

a rising fear of hyper-inflation, which the market had almost forgotten about."

The prospect of a wrenching economic slowdown in the new year has added to investors' trepidation, and disappointing performance by leading companies has darkened sentiment still further.

At corporate level, Petrobras, the national oil company, Banco do Brasil, the state-owned commercial bank group, and Paranapanema, a leading mining company, have all done badly in recent months.

The three companies now account for 43 per cent of the Bovespa index. Petrobras faces trading losses this year, as does Banco do Brasil, Paranapanema, which exports nearly all of Brazil's tin, mined at phenomenally wealthy Amazon mines, has been hit hard by falling prices. In November, its share fell 58 per cent in dollar terms.

just can't keep up with that."

The Central Bank sent a shudder through the market last Friday, when it set interest rates at 68 per cent. Mrs Maria Lúcia Berenguer, an analyst at Brasípolis, an investment company, says: "There is

a rising fear of hyper-inflation, which the market had almost forgotten about."

The prospect of a wrenching economic slowdown in the new year has added to investors' trepidation, and disappointing performance by leading companies has darkened sentiment still further.

At corporate level, Petrobras, the national oil company, Banco do Brasil, the state-owned commercial bank group, and Paranapanema, a leading mining company, have all done badly in recent months.

The three companies now account for 43 per cent of the Bovespa index. Petrobras faces trading losses this year, as does Banco do Brasil, Paranapanema, which exports nearly all of Brazil's tin, mined at phenomenally wealthy Amazon mines, has been hit hard by falling prices. In November, its share fell 58 per cent in dollar terms.

just can't keep up with that."

The Central Bank sent a shudder through the market last Friday, when it set interest rates at 68 per cent. Mrs Maria Lúcia Berenguer, an analyst at Brasípolis, an investment company, says: "There is

SECTION IV

FINANCIAL TIMES SURVEY

TOP The banking sector is changing shape as the increased use of plastic cards for retail payments has altered the relationship between the banks and the shops. At the same time traditional barriers between markets and countries are crumbling. David Barchard reports

A world-wide revolution

THE PLASTIC cards revolution is under way all over the world in virtually every national market where retail banking is a significant force. Its importance both for providers of financial services and for the man in the street is virtually impossible to overstate.

As the use of plastic cards spreads through the retail payments market, long-standing relationships between banks, their personal customers, and retailers are being redefined. Barriers between different institutions, countries, and markets are disappearing. Some features of the banking landscape dating back to its origins (paper cheques and the routine visits to bank branches for example) look like being swept away by the changes.

During the second half of the late 1980s, each year has witnessed the unfolding of further dramatic changes in the market. The past twelve months in the UK have seen all the large UK banks dropping their exclusive arrangements with the international payments systems and becoming members of both Visa and MasterCard. They have seen Switch, an entirely new debit card market come close to establishing itself as a national debit card system. American

Express, one of the oldest players in the plastic market, has moved into direct competition with the banks by launching Optima, its own up-market credit card.

EFIP's UK, the electronic retail payments system created by the large banks, has finally got under way in three parts of the UK.

In Europe, the West German credit card market, relatively dormant for the last decade, has been unlocked by the decision last February of GZS, the German inter-bank payment system, to encourage its members to issue Eurocards aimed at a mass market, while KKB's decision to open up its cash machines to Visa cards may also signal another fundamental shift in the market.

In the US, Entree, the debit card launched jointly by Visa and MasterCard, seems to have become snared up in anti-trust investigations. However MasterCard, the smaller of the two main payments systems, is once more moving back into profit after several difficult years. Discover, the credit card launched not by a bank but by a retailer, Sears Roebuck, has moved into profit and is looking seriously at market opportunities outside the US.

In eastern Europe and the Soviet Union, Visa, MasterCard, and American Express are co-operating with local banks to set up arrangements which are going beyond the tourist market to provide money transmission services for the population as a whole. There are those in the plastic cards industry who believe that the Soviet Union may yet leapfrog some of the banking systems of western Europe by establishing a national electronic payment network for retail financial payments.

In such a dynamic market

is on developing products and scrambling for market-share. Experience suggests that this is likely to be expensive. Barclaycard, the first UK credit card, took seven years to make its first profit. Some of the new entrants to the UK plastic cards market in the last 18 months will have to live for at least a year or two with fairly heavy losses on their new operations.

There are those who predict that by the time the plastic cards market settles down in the 1990s, there will have been quite a few casualties.

"The UK plastic cards market is a microcosm of the retail banking market as a whole. One of its most striking features is its oversupply. I expect to see considerable redistribution within the market in the next few years. There will certainly be quite a lot of pain, and probably we will end up with fewer players," says Mr Gerald Hawkins, assistant general manager for plastic card policy at Lloyds Bank.

The cartels which dominated the plastic card markets in their first two decades are dissolving with uncomfortable

results for some players in the market. Access, the credit card consortium launched in the first half of the 1970s by three of the big four clearers, created Britain's largest and most sophisticated card processing operation in the 1980s.

The Access banks are in open competition with each other. Access remains as a credit card brand, but its parent company has been renamed Signet. Mr Tony Lee, its chief executive, has embarked on the challenging task of covering Signet into

an independent processor.

Payment systems such as Visa have had to learn to live with a much larger membership and what is in some ways a reduced role in competitive markets. In countries such as West Germany, however, the banks are still learning the need to co-exist with the international payment systems.

Another frontier between banks and retailers is also shifting. Both banks and retailers want to move from traditional paper and voucher-based payment methods to payment at the point of sale using an electronic terminal. In the UK the number of these terminals is doubling annually. It stands at about 80,000.

However, the new technology is making irrevocable changes in the balance between retailers and banks. Retailers can perform an increasing number of financial services operations, while at the same time, they can take advantage of the growing competition between the banks to drive ever-harder bargains when new card-related services are being introduced.

These developments inevitably create anxieties on the banks' side: "If the new arrangements using plastic cards, including the non-bank payment cards, produce a deluge of information about cardholders and their commercial behaviour, much of which they may not themselves be aware of, information of this sort, and the ability to use it for marketing or other purposes, is readily available to card issuers."

A UK Monopolies and

Markets Commission enquiry into credit cards last year turned out to be embarrassingly far behind the market. The ground rules for a competitive market in which the rights of the individual are fully safeguarded are being laid down in Brussels by the European Commission.

The plastic revolution is taking place globally. It does not stop at the frontiers of Europe or anywhere else. The pace of change in the industry in the 1990s is increasing. It may accelerate dramatically if the transition from magnetic stripe technology to the much more powerful new generation of smart cards with microprocessors built into them, occurs.

There are signs that the change to smart cards may come sooner than expected.

The daily life of almost everyone living in the world's developed economies seems set to continue to benefit from the changes.

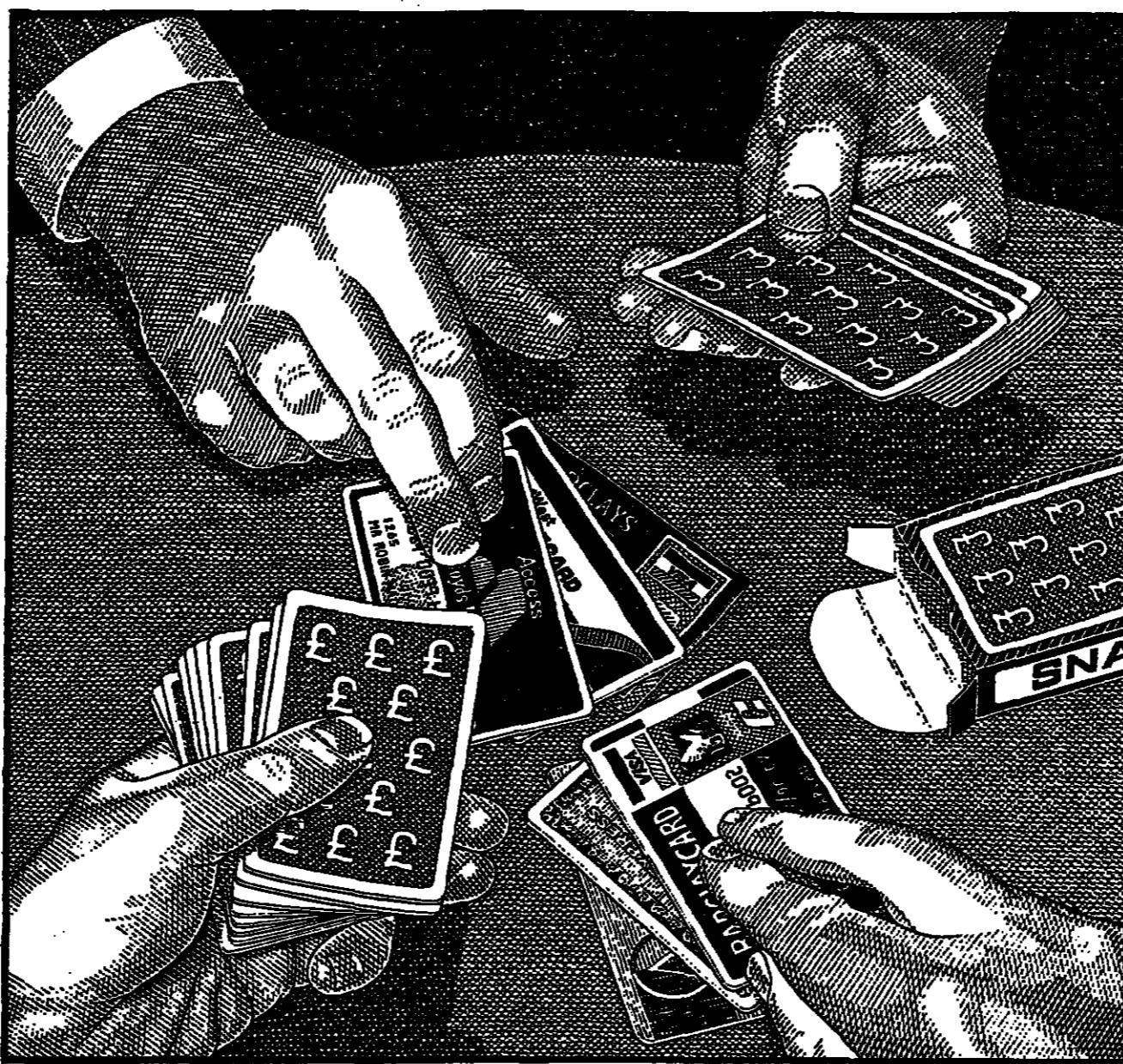
But for the banks, the plastic cards revolution requires strategic choices with consequences that may determine their fortunes over the early decades of the next century.

CONTENTS

■ Europe;	2
■ Payments Systems	2
■ Processors;	3
■ Store Cards;	3
■ Smaller players;	4
■ Terminals	4
■ Smart cards;	5
■ Retailers;	5
■ ATMs	5
■ Fraud;	6
■ United States;	6
■ Charge Cards	6

Editorial Production:

Philip Halliday



Robin Maclellan

Plastic Cards



If you're hatching plans in the credit card market, talk to the people who've cracked it for others.

Entering the credit card market can seem an extremely complex affair. Until you make one crucial discovery. That Signet has the expertise and resources to bring your plans to life successfully.

Signet is the largest independent multi-card processor in Europe, with enormous human and technological capacity.

Every day, Signet handles more than a million transactions and issues a third of a million cardholder statements. Over the course of a year, it despatches seven million embossed cards and receives 49 million authorisation calls.

Yet Signet offers far more than just economies of scale and experience. It is committed to quality, in a flexible package tailored to the specific needs of each issuer or acquirer.

Signet services include retailer and cardholder file set-up and maintenance, card embossing and despatch, 24 hours a day authorisations, transaction processing, EPOS and EFTPOS support, retailer and cardholder

statementing and settlement, collections and fraud control.

It can also take care of card design and production, product launch and mailing, and credit vetting.

Throughout, Signet maintains extraordinarily high levels of efficiency, accuracy and reliability, underpinned by exceptional skill in customer relations.

Above all, Signet understands the dynamics of the market, and is pre-eminent in the application of leading-edge technology to help maximise success.

Signet has cracked it for an extensive list of clients. They range from small operations with less than a thousand cardholders up to major players issuing Access, MasterCard or Visa. And they cover credit cards, charge cards, gold cards, corporate cards, affinity cards, store cards and other card operations.

So, whatever the type of card, talk to Signet about third-party processing. Then see your plans take wing.



SIGNET

... the logical choice.

The European scene

International ideas needed

THE EUROPEAN plastic card market is one of the best examples of heterogeneity in the Community's financial services business.

Some countries have achieved something close to full national EFT-POS coverage, but in others credit cards are rare and automated teller machines (ATMs) more of a novelty than a utility. The development of payment systems based on plastic cards has been undertaken on a national basis, with little thought for linking them internationally.

The only pan-European plastic card systems are those operated by MasterCard/Eurocard and Visa, the international card companies, and the eurocheque system which is backed by a plastic card.

However, even with these systems consumers use is substantially within national boundaries. The latest eurocheque figures, for example, show that 85 per cent of eurocheques are used domestically.

The one main shift towards a pan-European plastic card-based payments system is in the linking of ATM networks, through which tourists and business visitors can withdraw local currency.

The market in which the greatest changes have come over the past two years is West Germany, where the banks had discouraged credit lines which were not linked to bank accounts.

Furthermore, in West Germany the bulk of purchases, up to 90 per cent of volume, were made using cash. Moreover, the banks' customers were encouraged to use the giro network to make other payments, with the result that nearly three-quarters of non-cash payments are made in this form.

Similarly, the banks kept the number of ATMs low. Bank for International Settlements figures show that by the end of 1987 there were 8,417 ATMs per machine, half the UK coverage of 4,544 per ATM.

In the past 18 months, though, a number of factors forced the West German banks to develop plastic card products, although it seems that

the process is just beginning. One force for change has been the penetration of Visa cards into the country. This was achieved first through a small operation bought by Spain's Banco Santander. Then non-banks signed up with Visa. ADAC, the automobile assistance organisation was the pioneer, and has been followed by retailers Alko, Deutsche Kaufhaus and Kaufhof.

Alongside the Visa move, American Express has 700,000 cardholders. However, BIS figures show that there were barely 2m credit cards in circulation in West Germany by mid-1988, with end-1987 figures for retail usage at 2 per cent of all turnover.

In contrast, the 20m eurocheque cards which were held by individuals in the country could have provided the basis for a rapid deployment of debit cards, where credit could be

The one main shift towards a pan-European plastic card-based payments system is in the linking of ATM networks

linked to the customer's bank account. However, the scheme stalled during the summer following opposition from the retailers over charges, and the Bundeskartellamt over anti-competitive practices.

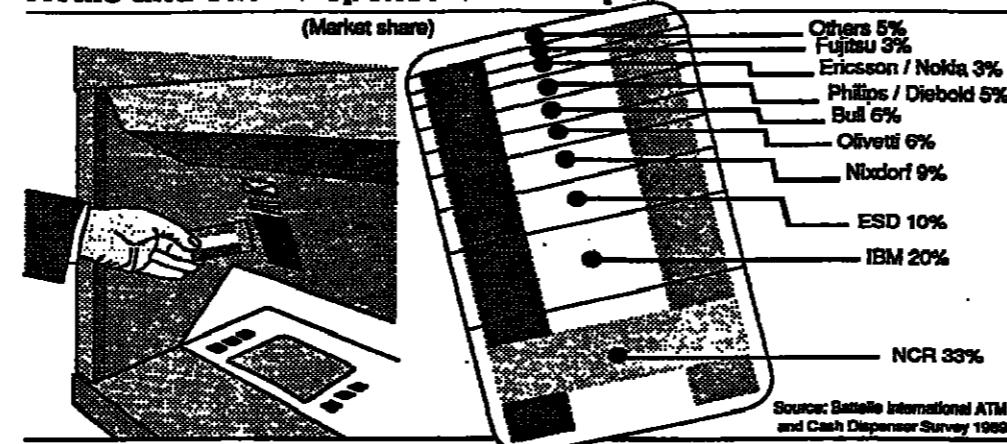
Following a rethink, the Gesellschaft für Zahlungssysteme (Payments Systems Company or GZS) turned to the Eurocard/MasterCard charge card, which is held by over 15m Germans, as the basis for a national debit card.

It seems likely that a debit card based around the Eurocard would be acceptable to most parties. This would also avoid the accusations of monopolistic practices levelled at transferring eurocheque cards to debit cards.

In France, the national EFT-POS system is among the main successes in the plastic card sphere. The French have installed an estimated 80,000 terminals. The BIS calculated that terminals had reached a penetration of one per 781 inhabitants at the end of 1987, compared to 4,369 in the UK at the same date. The UK figure

ATMs and cash dispensers in Europe

(Market share)



Source: Battelle International ATM and Cash Dispenser Survey 1988

for bank-installed machines is now closer to 1,700.

However, as with West Germany, the French banks have not focused on credit cards, and concentrated on issuing "cartes bancaires" of which about 45 per cent are affiliated to the Visa and Eurocard/MasterCard brand.

Over the past two years retailers have attacked the gap in the market for cards which offer revolving credit. In 1988 there were more than 18m cards operated in-house by

which make use of computer circuitry, were seen as a solution to a fraud problem that involved forging magnetic stripes. They have been issued in the north west of the country and the east Mediterranean area, with over 1m held by customers by mid-1988. Their usage has slowed as implementation of smart card terminals slackened.

The third main continental market, Italy, is still in a state of disarray over plastic cards, but there have been a number of initiatives during the past two years in the field of plastic cards.

Growth in the ATM network, which had been lagging behind other countries, was kick-started in 1985 with the Bancomat network. EFT-POS terminals began to emerge some two years later. There has been no coherent central plan for rolling out the network and the banks stockpiled EFT-POS terminals for some time. It seems that Italy is on the verge of a drive by individual banks to introduce an EFT-POS system. However, this is likely to be in a fragmented manner.

Spain, meanwhile, has shown most promise in plastic card networks, leaping from a cash payments system to EFT-POS and ATM networks, missing out cheques on the way.

Spain's terminal penetration, at some 520 inhabitants per machine, is on a par with France. The three ATM networks, Sistemas 4B, Servired and Sistemas 6000 are all compatible with Visa and MasterCard/Eurocard.

The progress by the banks in these two spheres has arguably stifled the need for retail store cards, in contrast to France.

The other area in which France is most advanced is smart cards. These cards, which make use of computer circuitry, were seen as a solution to a fraud problem that involved forging magnetic stripes. They have been issued in the north west of the country and the east Mediterranean area, with over 1m held by customers by mid-1988. Their usage has slowed as implementation of smart card terminals slackened.

pean Accord, an agreement put forward in 1987 to promote and create a bank-owned EFT-POS and payments network.

However, in April of this year participants in the scheme disclosed that factionalism had developed, causing the Accord to be frozen. The European Commission's DG 4 section was also investigating it for monopolistic practices.

After the summer Accord was reawakened, but with a focus on promoting reciprocal arrangements between banks and systems from the countries involved.

This competition-based process has yet to percolate through all of the countries involved, and perhaps one of the sternest warnings about the banks' fate came from Mr Joao Ribeiro da Fonseca, the outgoing Visa Europe president.

Speaking at a recent Financial Times conference, he argued that the banks risk handing over their payments business to retailers. The French experience, and cracks in the West German facade show that retailers are likely to be some of the most interesting competitive forces in the plastic card business.

Mark Deller

Scandinavia

A lesson for the rest of Europe

THE HIGHLY developed retail banking business in Scandinavia holds some lessons for the rest of continental Europe, with three well-debated areas, writes Mark Deller.

The question of who pays for EFT-POS has been turned over in Norway and Denmark with the conclusion that the banks are paying for much of the system.

In Denmark, the banks were prepared to subsidise the launch of the country's "Dankort" which was intended to replace cheques. In Norway, the banks and retailers have agreed that the banks will help pay for the cost of basic systems, while retailers who want a more advanced terminal or on-line processing must pay for them.

More recently in Sweden, the skirmish over fees payable by retailers stalled the EFT-POS programme for some time. The second question is that of system co-operation, where banks compete to offer services on their ATMs to their customers, but agree on reciprocal standards for basic transactions such as cash withdrawals.

In Finland and Norway this evolution has meant that the banks are competing more on services offered via ATMs, and not on the card products they offer.

This area of differentiation, standard derivative card products, such as affinity cards in Finland (over a year before the wave of charity cards hit the UK) and bank cards in Sweden where the customer can either charge a purchase to his bank account or separate credit card account.

Since then however, progress has been slow. Visa says it has handed over technical documentation to allow the building of a communications interface between the two systems and is waiting for a response.

"We still hope that some ATMs will be opened up to Visa in 1990," says Mr Bowden.

One of the 11 Visa banks in West Germany however has

Payments systems competition is hotting up

Visa troubled by onset of dualism

THESE ARE testing times for Visa and MasterCard, the international payment systems through which the banks' credit cards operate. As competition heats up in retail banking across the world, cartel-like arrangements are dissolving as individual banks scramble for market advantage.

Visa, the acknowledged front-runner, with more merchant outlets and a bigger card base than anyone else has not been immune from shocks.

Take its fortunes in the UK market, for instance. Early in 1988, Visa's star in the UK market seemed to be in the ascendant. With all new credit card issuers opting for Visa, questions were even being asked about the chances of survival for Access, the main rival brand.

Visa was also putting out feelers behind the scenes for a deal with the West German banks which would have made it the main West German credit card issuer. Meanwhile Visa debit cards were blazing a trail in the UK market.

A year later, the landscape has changed. In Britain, all the large banks are dual issuers and acquirers for both MasterCard and Visa. The arrival of dualism has been bumpy, leading to public quarrels between Visa and some of the new issuers about the society's rules.

Visa debit cards have lost ground to Switch, a new debit card branding devised by British banks for themselves. Switch, not Visa, now looks like becoming the national UK debit card.

The talks with the West German banks broke down and Visa is resigned to a long battle before it has any chance of dominance in the West German market.

Meanwhile, Mr Joao Ribeiro da Fonseca, the Portuguese banker, who established Visa's European, Middle East, and African operation has announced that he will retire early as chief general manager in the new year. His replacement will be a Frenchman, Mr Jacques Kosciusko, formerly head of retail banking at Credit Lyonnais.

Visa has notched up an impressive series of achievements in the British market in the last year. It has 44 members, 27 of them issuing cards.

The number of Visa cards in the UK has gone up by 30 per cent in a year," says Mr Patrick Bowden, head of business development at Visa. "I think Visa UK has done particularly well in a much more competitive market."

Mr Bowden reckons that there is still plenty more room for market growth. At present about \$55bn is spent each year using Visa products in Europe, the Middle East and Africa. Mr Bowden calculates that the total reasonable available market (excluding purchases for which a Visa card is not suitable) is about \$2,500bn and likely to rise to about \$4,500bn by the end of the century.

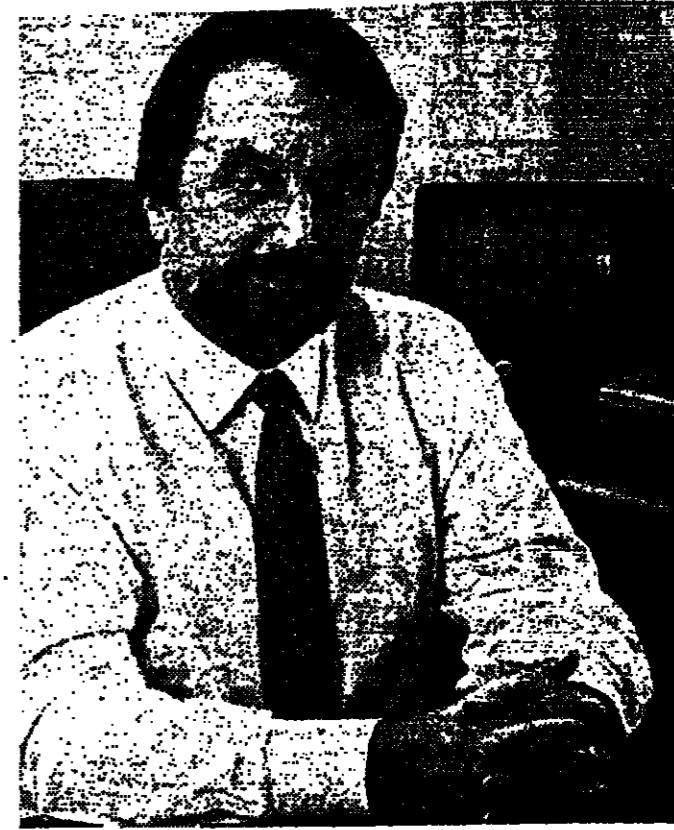
Perhaps because of dualism, which existed in several European countries before it reached Britain, something of the old fierceness has gone out of relations between Visa and its rivals MasterCard/Eurocard. However, at present at least there are no suggestions of a merger in the offing.

In December last year, Eurocard and Visa even announced something of a breakthrough. By the summer of 1990, a scheme will be in operation which would allow some pooling of cash machine facilities between the two networks, at least for those member banks which wished for it.

Since then however, progress has been slow. Visa says it has handed over technical documentation to allow the building of a communications interface between the two systems and is waiting for a response.

"We still hope that some ATMs will be opened up to Visa in 1990," says Mr Bowden.

One of the 11 Visa banks in West Germany however has



Joao Ribeiro da Fonseca: established Visa in Europe

taken matters further. KKB, the German subsidiary of Citibank, has announced plans to open its 300 ATMs to Visa. The decision has enraged some other German banks because it may threaten the German banks who are MasterCard's most important international allies.

Mr Hart would like the Eurocard branding to turn into an upmarket travel and entertainment brand, but he is likely to face considerable opposition from the German banks who are MasterCard's most important international allies.

Mr Hart has also spent much of the year building up MasterCard's operations in the Far East and in particular Japan.

In the UK a MasterCard/Eurocard forum has been established to provide a central reference point for MasterCard Banks. The group is chaired by Mr Derek Wanless of NatWest, who sits on the board of MasterCard International in New York.

Meanwhile, those on the look out for developments among the payments systems are on the watch out for the Japanese.

JCB, the Japanese credit card system, is poised to pull ahead of Diners Club in the next few years, and join the top league of credit card issuers. There are more than 14m JCB cards world-wide, compared to 6m Diners Club cards. Although Diners Club is still ahead with an annual transaction volume of \$17.8bn, the lead is narrowing.

JCB has a network of 350,000 retailers outside Japan, most of them concentrated in the international cities where most Japanese tourists are to be found. Though this number is too small for a fully-fledged payments system, it is growing steadily. JCB has already dipped a toe in the US market. It looks more or less inevitable that it will try out a card product in a European market, probably the UK.

"I think the parallel is with the 'Tourist' says one British banker. "Japanese credit cards shouldn't be underestimated because they are likely to be very strong competitors in a few years."

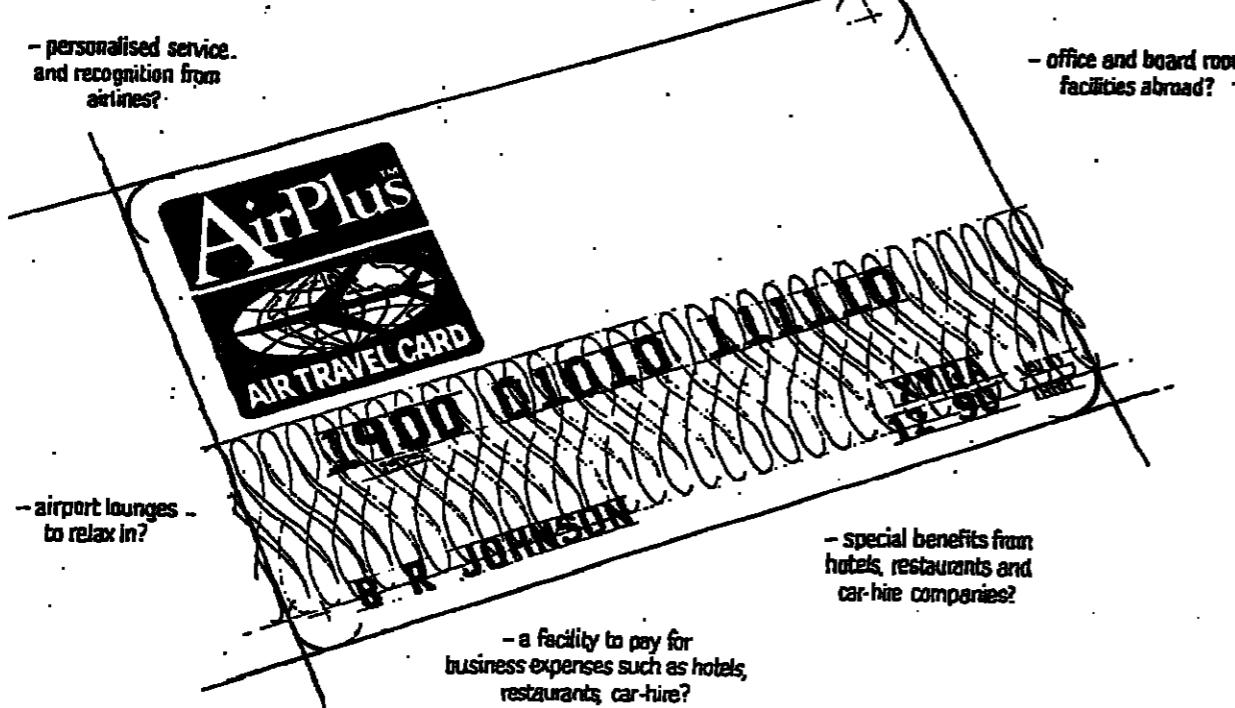
However, if JCB is set on entering the international credit card market, it faces at least one US challenger who would like to do the same.

Discover, the credit card launched by Sears Roebuck, is known to be eyeing European markets. Though it does not yet have anything to match JCB's European retailer network, it has 25m cards in the market and a total retailer network of 11m.

A logical first step in Europe would be to set up a retailer network, perhaps through a joint venture with a local partner. This would be good news for all those US tourists visiting London with Discover cards they cannot use here.

David Barchard

IF YOU WERE TO DESIGN YOUR IDEAL BUSINESS TRAVEL SERVICE CARD WHAT WOULD IT OFFER?



The world's foremost airlines have asked their frequent fliers what it is they need to reduce the stress of business travel. The result - the AirPlus Card.

Aer Lingus • Alitalia AUSTRIAN AIRLINES BRITISH AIRWAYS

FINNIR L'IBERIA Lufthansa SABENA swissair

The AirPlus Card from the world's leading airlines. Who better understands the needs of the frequent business traveller? Contact your local airline for details.

The biggest name behind retail cards

Welbeck Financial Services Limited are the market leaders, administering over one in five of the retail cards used in Britain today.

That's over 4,000,000 cards issued by leading retailers like Santa Ashley, Russell & Bromley, Kwik Fit, Candy and Kodak.

We're leaders because our flexible approach and marketing expertise allows us to design schemes to suit large and small retailers alike.

So pick up the phone and call Wayne Moss

on 0272 274422 and discover how we've made a name for ourselves.

Welbeck financial services ltd

100 Newgate Street, Bristol, BS1 5LB

• The most progressive company in retail cards

• Flexible approach

• Marketing expertise

• Innovative product range

• Service second to none



PLASTIC CARDS 3

David Barchard looks at the store cards' move on a banking arena

Shoppers wary of high rates



services. His brief is to look for retailers large enough to generate £25m in average consumer credit receivables and which are interested in GE's credit card and relating services. Another goal is to find a partner for a joint venture in private label card services.

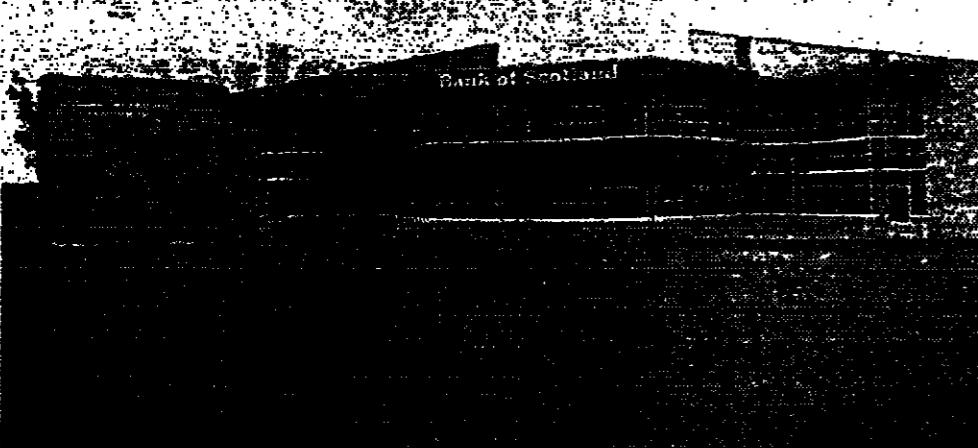
"There are obvious differences between the US and UK retailer markets," says Mr Nied. "For a start there are many more retailers here. In the US the pattern is more of large malls and chains served by local banks. Also the US is terrible at EFT-POS. People use cheques for almost everything."

Meanwhile one of the banks, Barclays, has moved into the store card market with a budget card called Assent.

Assent is a MasterCard and offers customers the chance to buy up to 20 times a fixed monthly payment. Its attraction is that it carries a much lower rate of interest than the store cards and, since it is a MasterCard, it can be used in a wide variety of outlets.

Assent seems to be one of the more slowly-growing cards on the market, although Mr Ken Bignal, chief executive of Barclaycard, professes to be pleased with the growth of Assent's customer base.

Regaining ground lost to the retailers is an uphill struggle.



Processing is becoming big business

Battle for customers

WHEN THE Bank of Scotland decided to cut its links with Barclaycard in May 1986 and take its credit card processing in-house, it decided to set up a credit card processing centre offering its services to other issuers.

The Bank of Scotland Visa Centre at Dunfermline is growing steadily. Three blocks process cards for the bank, Halifax, Chase Manhattan, and the Bank of Scotland AA Visa card. In February a further 30,000 sq ft will be added to its premises when a fourth block is opened. A fifth is on the way.

Credit card processing is coming out of the shadows and becoming an increasingly important business activity in its own right, rather than a back-stage in-house operation.

The shake-up in the plastic cards industry in the last two years has stretched UK card processing to capacity.

Players coming into the cards market have sometimes preferred to have their processing done by an outsider.

The growth of the market has put heavy pressure on the existing processing operations. This has made it impossible for them to do all their own processing in-house even if they

wanted to.

Barclaycard, the oldest processor in the UK, was forced by pressures of space to sell outside customers such as TSB, Trustcard and Bank of Scotland, to leave its Northampton premises and make their own processing arrangements.

This autumn, Barclays Bank has been forced by growing volumes to take a further step and fly its vouchers to the US for handling by outside processors.

Barclays did not take its business to the largest UK processor, Signet, based at Southend on Sea and Basildon.

Signet was until earlier this year better known as Access, the Joint Credit Card Company, a six-bank consortium which issues credit cards carrying the Access branding.

The changes in the credit card industry have stripped Signet of many of its old functions and forced it to find new ones as a specialist processor.

Its members are competing between themselves to offer card services to retailers, so Signet has wound down the sales force which formerly did this.

Though the company still has a substantial slice of the credit card retailer market, with about 40 per cent of Access merchant transactions, this will gradually disappear.

Tony Lee, Signet's chief executive, has left the board of MasterCard International in New York and been replaced as British representative by Mr Derek Wanless of NatWest Bank.

The main thrust of the changes is to make Signet into a processor which can offer services to other European countries as well as UK issuers.

Unlike Barclaycard, Signet does not seem to be running up against constraints of size, even though it has a market share of about 50 per cent.

"Business is good," says Mr Lee. "Even though volumes are up, we now have over 1m Visa accounts on file."

The search for new customers for both Signet and the Bank of Scotland continues.

Unlike 1987 and 1988 when there was a steady stream of new entrants to the credit card market, most of the larger new arrivals in 1989 and 1990 look like being issuers of Switch.

Switch, being an electronic only mark, does not offer the same market opportunities. Most Switch processing is done by NatWest in Leeds.

Furthermore, the needs of card processors are changing.

Issuers like to perform at least some functions for themselves, particularly those which touch on the sensitive area of customer relations.

However, Mr Lee says that he is hopeful of adding to Signet's customer list in 1990. "We are talking to several people in the UK and outside and do expect some newcomers to Signet next year," he says.

Competition for the new business is steadily increasing. American Express has a processing subsidiary, FDR, at Brighton which is actively interested in bank credit card business.

FDR has the advantage that it is less of a direct competitor with the banks than Signet or the Bank of Scotland.

Mr Lee is hopeful that Signet will be able to attract business from Europe. But there is also the possibility of additional competition in the UK market from outside.

Two US card processors are known to have put out feelers to explore the UK and European market.

A store card processor, IGE Capital Retail Financial Services, opened a business development office in London last July and is looking for a joint venture partnership to build on.

There are also strong competitors in Europe. Soges in France processes about 200m transactions a year - roughly half the volume that Signet does.

It might well be interested in entering the UK market. So, conceivably, could GZS, the West German inter-bank payment system whose role in the German card industry broadly parallels that of Access during its first decade or so.

Other small banks, such as Giro and Co-op, which already process their credit card transactions in-house may be tempted to take the Bank of Scotland route.

However, at present the smaller players in the UK card processing market are mostly store card processors serving the retailer market.

A bigger challenge may be adapting to the changes which follow when paper is gradually phased out of the system and replaced with electronic transactions.

Signet is thought to have one of the most impressive pro-

cessing operations for paper-based transactions anywhere in the world. But its activities are geared to sorting vouchers, opening envelopes, and processing cheques. This way of doing things may decline in importance as the 1990s advance.

The changes in the credit card industry have stripped Signet of many of its old functions and forced it to find new ones as a specialist processor.

Its members are competing between themselves to offer card services to retailers, so Signet has wound down the sales force which formerly did this.

Though the company still has a substantial slice of the credit card retailer market, with about 40 per cent of Access merchant transactions, this will gradually disappear.

Tony Lee, Signet's chief executive, has left the board of MasterCard International in New York and been replaced as British representative by Mr Derek Wanless of NatWest Bank.

The main thrust of the changes is to make Signet into a processor which can offer services to other European countries as well as UK issuers.

Unlike Barclaycard, Signet does not seem to be running up against constraints of size, even though it has a market share of about 50 per cent.

"Business is good," says Mr Lee. "Even though volumes are up, we now have over 1m Visa accounts on file."

The search for new customers for both Signet and the Bank of Scotland continues.

Unlike 1987 and 1988 when there was a steady stream of new entrants to the credit card market, most of the larger new arrivals in 1989 and 1990 look like being issuers of Switch.

Signet is not due to produce

MORE THAN half the plastic payment cards issued in the UK are the products not of banks but of retailers. For nearly 25 years, some of the main retailing groups in the UK have offered their customers the chance to pay for their purchases with plastic.

Store cards get a more limited press than bank credit cards but usually not a very favourable one. This is largely because the interest rates they charge are in the 30 to 40 per cent range. This is well above the most expensive rates on bank cards which are perched at 29.9 per cent APR.

"Rates of cards issued by our members have to be higher than those of the banks for several reasons," says Mrs Elizabeth Stanton, director of Retail Credit Group, an umbrella organisation for retailers which offer credit cards.

"They have smaller balances than the bank cards and the only source of interest for the cards is the interest they generate. There is no merchant service charge."

This argument strikes some bankers as disingenuous. Store cards were not supposed to be banking products and their cost might be expected to be covered by revenue from the sale of goods and services.

However, store cards do have some problems that the banks do not. They incur higher losses than bank cards, especially at times when the consumer is under strain.

Altogether, the nine members of the RCG have 7.5m customer accounts. The figure has been growing more slowly than

usual over the last year, apparently because of the slowdown of consumer spending in a high interest rate environment.

The volume of credit outstanding on cards issued by the RCG - believed to be about 70 per cent of credit on the high street - has been marking time at £1bn since the first quarter of last year.

Not surprisingly, perhaps because of the high interest rates, store card customers seem loath to take up credit. The amount outstanding per account has been falling through 1988 and 1989. It is nearly 11 per cent lower than it was two years ago.

If bank customers do not like credit at the price at which it comes from the retailers, they do tend to like the regular customer status which comes with store cards and perhaps also the marketing exercises.

Even if they do not issue cards which can be used for payment, some retailers - notably hotel groups - use a plastic card linked to a discount or other privileges such as a club membership symbol.

For the issuer, these cards help build up a useful database about regular customers.

Meanwhile, some retailers have moved more deeply into the banking arena. Transax, a Birmingham based company, has set up an inter-retailer

cheque guarantee service independent of the cheque guarantee card scheme operated by APACS, the inter-bank payments association.

Transax offers 21,000 retail outlets an instant cheque authorisation service, working round the clock every day of the year. Cheques can be guaranteed up to £1,000. If cheques are stolen, a stop can be put on them in seconds.

Among the retailers accepting the scheme are Harrods, Argos, Gleneagles, Ratners, Trust House Forte, Hertz, and Texas. The scheme is designed to takeover where, until recently, the banks left off.

"The average cheque is now well in excess of £100, so more and more retailers and traders are turning to us," says Mrs Marjorie Walsh, managing director of Transax.

Apart from relying on banking services provided by non-banking organisations, several large retailers have quietly acquired banking status.

These include Burtons and Marks & Spencer, as well as Harrods. Though none of these retailers have yet used their banking status in a way which alarms the larger banks, the blurring of the boundary between themselves and the retailers is something which alarms some bankers. In the

US some retailers are involved

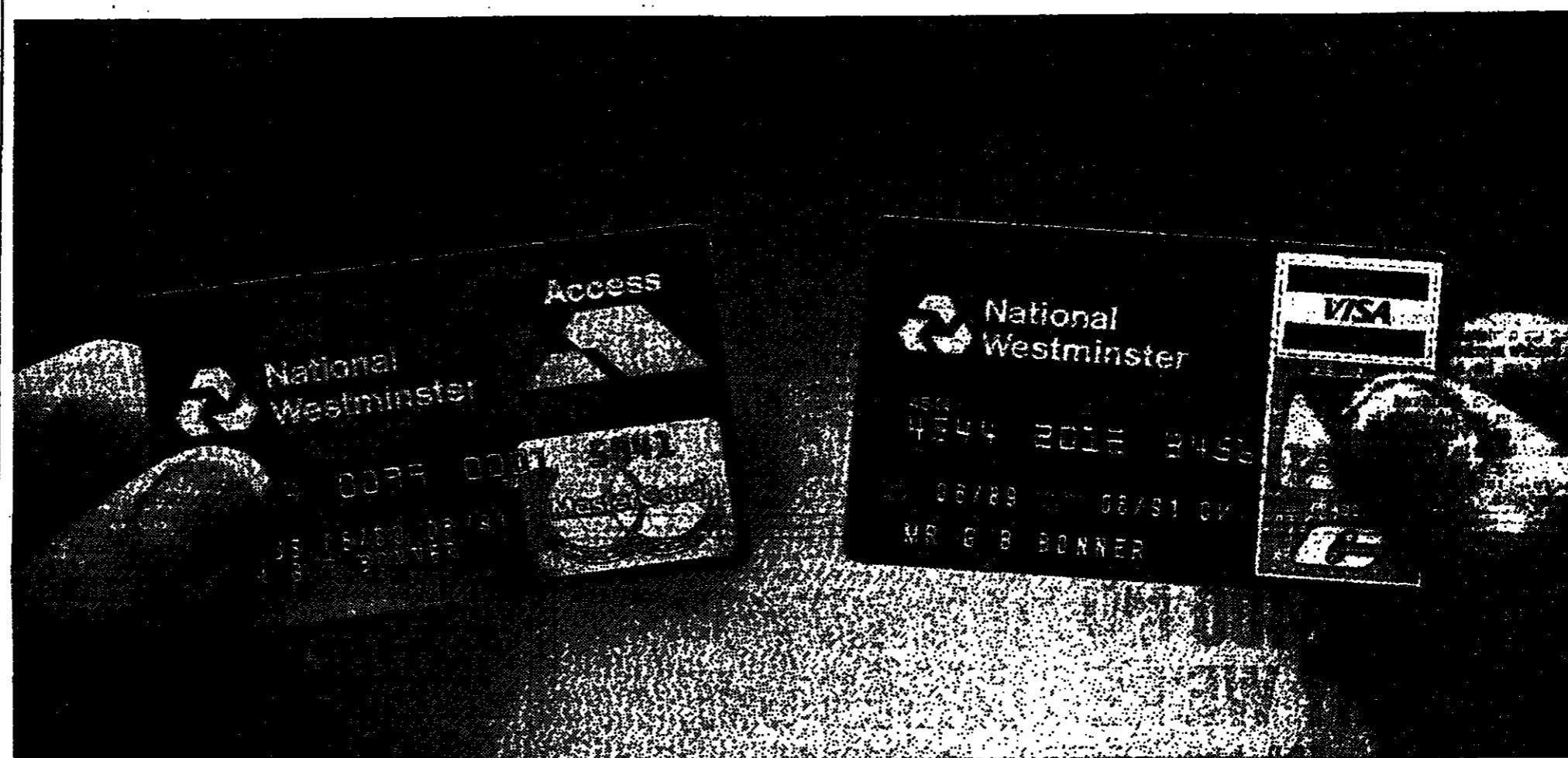
in providing financial services.

The store card looks like an early stage along the way.

Some of those US retailers are testing the water in the UK. For example, IGE Capital Retailer Financial Services, an offshoot of the General Electric Corporation of the US, last July established an office in the UK with the declared aim of identifying business opportunities in the private label credit card area.

"We're still learning about

retailing and looking at the store card business in the UK," says Mr Raymond Nied, director of Retailer Financial Ser-



Most banks now offer a number of credit cards for you to choose from. But are they all as straightforward as you would like them to be?

NatWest has decided to keep it simple. We can offer you both Visa and Access.

There are no joining fees payable on either card.

Nor is there any charge for their use, provided you settle your balance on time every month.

A facility that can allow you up to 7 weeks' credit interest free.

If you do incur interest, then

NatWest keeps that simple too;

both cards have the same interest rate (2.2% per month, 29.8% APR).

There are further obvious advantages to holding our cards in your hand.

You will be able to enjoy the

IF YOUR
BANK
DOESN'T OFFER
BOTH
IT'S TIME FOR
ACTION.

benefits of literally millions of Visa and Access outlets worldwide.

You can treat yourself to a Korma in Calcutta on Visa or Bratwurst in Berlin on Access.

In fact wherever you travel you need never be placed in the embarrassing situation of having

the wrong card when the restaurant bill arrives.

If that's not enough to whet your appetite, we are offering Air Miles* on all purchases made with the NatWest Visa Card.

As indeed we've been offering on NatWest Access for some time now.

It doesn't matter whether you bank with us or not.

For action, just fill in the coupon below.

But, as usual with NatWest, there's a second option.

Call in to your local branch.

To: The NatWest Visa Card Manager,
National Westminster Bank PLC,
FREEPOST, Hounslow TW4 5BR.

Please send me an application
brochure for the NatWest Visa Card.

Name _____

Address _____

Postcode _____

THE
ACTION
BANK.

VISA/AMERICAN EXPRESS

*Air Miles points are awarded for purchases made with your NatWest Visa Card. To get these points you must apply for a NatWest Visa Card and register with the NatWest Air Miles Scheme. As for Access, if your NatWest Visa account is settled within 25 days, no interest is payable. On cash advances interest is charged immediately from the day of withdrawal. The minimum monthly repayment is £5 or 5% of the outstanding balance, whichever is the greater. Applicants must be at least 18 years of age.

PLASTIC CARDS 4

Is there a place for the smaller player? David Barchard reports

An affinity for segmentation

THERE IS much more to plastic than simply facilitating payments says Mr Christopher Rodriguez, chief operating officer at Thomas Cook and a former senior executive at American Express.

"We are beginning to see personal plastic more and more as a means to an end. Gold cards for instance are really a state of mind," he says.

Next year, Thomas Cook will enter the plastic card market with a product aimed at the travel and entertainment sector. Why should a late comer want to join what looks like an overcrowded market?

"Thomas Cook looks more and more to plastic as a way of reinforcing our relationship with travellers and customers," says Mr Rodriguez.

"The biggest change is the shift to segmentation," says Mr Rodriguez. "Financial institutions want to build up their relations with customers. So, whereas they used to offer them a 'plain vanilla' payment card they are now saying that a certain element of life is so important that they offer their customers the chance to wear a badge showing it."

A good example, says Mr Rodriguez, is Midland Bank's Arts Card which always sparks off a conversation when it is used to pay a restaurant bill.

Cards of this sort are known as affinity cards. The first affinity card in the UK, such as Bank of Scotland's NSPCC card or Girobank's Oxfam card, were linked to charities. Bank of Scotland had already made its entry into the Visa credit card market with a card carrying the badge of the Automobile Association.

Unlike the charity affinity cards - which work on the principle that the credit card organisation donates a fixed amount to charity - these are straightforward joint marketing exercises.

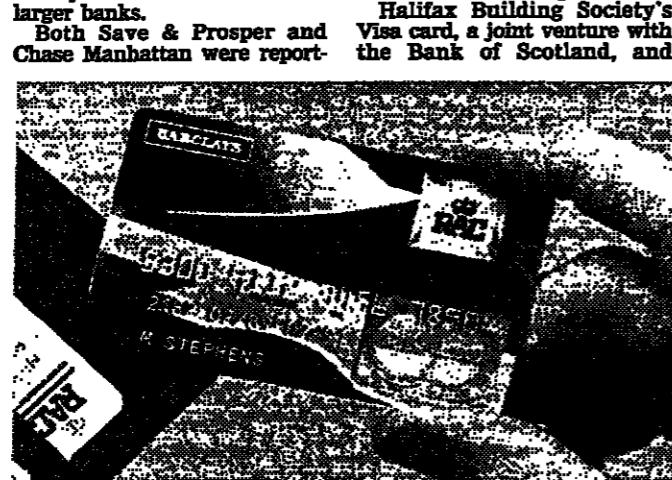
However, the two types of affinity card, charity and non-charity, share the idea of opening up a membership group to a bank's marketing operations. This can be a quick way of getting into a difficult market.

There are believed to be more than 1m AA cards in the market and Visa has used a similar tactic in West Germany by issuing a card jointly with ADAC, the West German motor club.

When Barclays launched its first card on the MasterCard brand early this year, it too was a co-branding, this time with the RAC.

However, not all smaller card issuers rely on the affinity principle. In 1988, Save & Prosper, the consumer banking arm of Robert Fleming, and Chase Manhattan, both launched cut-price credit cards designed to cream off good customers - the sort of people who have impeccable financial prospects and are probably house owners but need to borrow a little money each month - from the larger banks.

Both Save & Prosper and Chase Manhattan were reported



Barclays co-branded with the RAC for its first Mastercard

edly inundated with customers seeking a lower rate of interest than that offered by the larger cards. In March this year, they were followed by American Express whose Optima card is designed for up-market borrowers wanting large amounts of credit at lower rates.

Save & Prosper has gone on to snap at the larger banks by offering its customers a "two in one" MasterCard with Visa account. Customers can pay £25 for two cards, which carry a single credit limit.

Some of the larger Visa banks were not charmed by this idea and it took more than one meeting before the scheme was approved at Visa's European and Middle Eastern board meeting in October.

Since then, Mr Ian Lindsey, director of Save & Prosper, has set his sights on customers of Lloyds Bank Access who face a £12 charge for their cards from January next year. Mr Lindsey

(probably) the Visa cards of Leeds Permanent and National & Provincial Building Societies are designed to build up a long-term presence. But it is expensive especially at present.

Leeds Permanent's Visa card, an affinity card linked with three large charities, was launched amid a blaze of newspaper publicity a year ago. It has put on a fairly respectable 250,000 accounts but it also costs Leeds Permanent £7.5m in its first year.

Halifax's Visa card also showed up as a loss item in its accounts last spring, though the impact was less because costs were shared with the Bank of Scotland through the joint venture. Leeds Permanent says that it hopes the card will move into profit at least by year three of operations.

Experiences such as this make some of the larger issuers sceptical about the merits

of affinity cards. "I consider them a dead duck," says Mr Gerry Hawkins, assistant general manager for card services at Lloyds Bank.

Other new entrants to the credit card market run the risk that their cards will turn out to be loss-making adjuncts to their retail banking services.

Realisation of this, last June, seems to have halted Abbey National's plans for a credit card. Instead it looks probable that Abbey's first experiment with plastic will be a debit card with the Switch branding.

Leeds Permanent wants permission from its members to join the Switch scheme, and so are most of the other top five building societies. The golden era of the building society credit card has proved remarkably brief. It was only at the end of 1987 that societies obtained the right to issue cards.

Though small banks will probably continue to join Visa International, they may prefer to go the affinity card route in search of customers outside their current account books.

Bank of Commerce and Credit International has issued 13 separate affinity cards linked to a variety of good causes: Care for the Wild, the Radio Society of Great Britain, and the Downs Syndrome Association. Most recently the bank launched a GreenCard which aims at raising up to £2m for the environment over the next two years.

BCCI says that it has the highest contribution rate of any affinity card - 30p donated for every £100 spent.

However, not everyone is sure that charity cards are necessarily the best way forward in the market. What some of the larger banks are looking at is ways of targeting identifiable groups of their customers with specialist cards closely linked with their economic and social status.

Midland Bank, has segmented its customers into Vector (for Yuppies); Orchard (for middle aged, middle income home owners) and Meridian (for high income customers).

The results have not won universal approval but there seems to be general agreement that segmentation, especially in the plastic card business, can yield results.

OVER 400 MILLION REASONS WHY WE'RE NUMBER ONE IN PLASTIC CARDS



DataCard is setting the standards - worldwide. Producing over 400 million cards every year, the DataCard Corporation is the world's largest and most completely vertically integrated manufacturer of plastic cards and card personalisation systems.

Our annual European capacity alone amounts to an impressive 180 million cards.

DataCard provides a unique customer-driven design, production and management facility which is technologically second to none.

That's exactly why users worldwide have chosen DataCard to satisfy their individual needs.

DataCard - the world's number one in plastic cards.

DataCard

The name behind the world's largest plastic card manufacturer.

DataCard UK Ltd, New Lane, Havant, Hampshire PO9 2NR
Tel: 0705 486444 - Fax: 0705 470628

DataCard Corporation, USA - DataCard (UK) Ltd - DataCard Germany - DataCard Netherlands - DataCard Belgium - DataCard France - DataCard Sweden
DataCard Canada - DataCard Toppan Moore Japan - Toppan Moore Data Products Hong Kong - DataCard Distributors to 60 countries worldwide.

The arrival of Switch has set the debit card market alight

Retailers take centre stage

IN THE UK payment card industry, 1989 will probably be remembered as the year in which Switch, the electronic debit card, firmly established itself as a leading player.

It may also go down as the year when Visa responded with an unprecedented step: a second brand in the UK in order to head off the growing threat from Switch in the debit card market.

Visa's action seems to have been triggered by the steady growth in the numbers of retailers and banks joining the Switch scheme.

Even Marks & Spencer, which has never accepted any bank payment card, broke new ground by saying that it will run some Switch trials. Most other large UK retailers either accept the scheme or are in negotiations with one of the Switch banks to join it.

By the end of this year there will be at least 15,000 electronic check-out terminals in retailers accepting Switch and Charge One cards issued. Mr Derek Wanless, general manager for UK brand business at NatWest, expects that there will be 200,000 terminals in operation by the end of next year.

"There is a strong demand coming from the market for this product," he says. "We are very pleased with the way it has gone so far."

Those on Switch still have less than 7,000 merchant outlets while Visa has about 315,000, a very strong retail network in taking shape.

There has been a steady flow of banks into the scheme, led last spring by the Bank of Scotland, and followed by Yorkshire Bank and latterly the Halifax building society. Halifax's decision to join Switch is remarkable because it became a Visa card issuer last year.

Most other large building societies are known to have plans to join the scheme and will probably try to add Switch to the functions on their cash withdrawal cards.

Most impressive of all however, was the Damascus road conversion of Barclays and Lloyds banks, the first two debit card issuers in the UK, to Switch. In early October, both banks announced within a few hours of each other that they were applying for Switch membership.

Mr Seymour Fortescue, Barclays director of retail services, made it plain in announcing the application in September that Barclays was joining Switch in order to be able to offer retailers the branding along with MasterCard and Visa in a combined servicing package.

"Retailers clearly want to negotiate terms with a single

bank on behalf of all three payment systems and they want a terminal that will accept all three types of payment cards," he said.

Mr Fortescue dangled the possibility that Switch would benefit from the addition of the 11,000 PDQ electronic terminals which Barclays already has in the field. However by early December talks between the Switch Banks and Barclays and Lloyds had not produced a clear agreement on the terms on which they should join Switch.

To understand the volte-face implied in this decision, the previous 18-month history of Switch must be born in mind.

Switch's origins go back to the period in 1987 when Barclays and Lloyds banks announced their plans to be first into the debit card market by issuing a Visa debit card.

The new card seemed an elegant solution to the tricky problem of how to launch a completely new product on the market.

Visa debit cards would have the advantages of the Visa system's worldwide use and immediate access to all Visa retailers including those without electronic terminals.

There was a strong demand coming from the market for this product," he says. "We are very pleased with the way it has gone so far."

Those on Switch still have less than 7,000 merchant outlets while Visa has about 315,000, a very strong retail network in taking shape.

There has been a steady flow of banks into the scheme, led last spring by the Bank of Scotland, and followed by Yorkshire Bank and latterly the Halifax building society. Halifax's decision to join Switch is remarkable because it became a Visa card issuer last year.

Most other large building societies are known to have plans to join the scheme and will probably try to add Switch to the functions on their cash withdrawal cards.

Most impressive of all however, was the Damascus road conversion of Barclays and Lloyds banks, the first two debit card issuers in the UK, to Switch. In early October, both banks announced within a few hours of each other that they were applying for Switch membership.

Mr Seymour Fortescue, Barclays director of retail services, made it plain in announcing the application in September that Barclays was joining Switch in order to be able to offer retailers the branding along with MasterCard and Visa in a combined servicing package.

"Retailers clearly want to negotiate terms with a single



Wanless: 200,000 terminals by next year

and the retailer's bank. These and other characteristics of Switch have led to frequent charges that it is under-priced and the banks may end up losing money on it.

Barclays and Lloyds were both deeply sceptical about Switch. The tasks involved were certainly daunting. A national retailer network had to be established from scratch.

The remaining large Access banks, NatWest, Midland, and Royal Bank of Scotland waited some months before announcing their debit card strategy.

In the interval, it became clear that there was strong retailer opposition to Barclays Connect, the first Visa debit card, and even then Barclays bowed to the retailers and adjusted the terms on which Connect operated, the retailers continued to send strong negative feedback.

Switch's arrival in the market is Visa's surprise announcement in November that it will offer an electronic-only card, called the Electron card, a separate Visa branding from the familiar classic brand. It is intended for food retailers and some utility payments.

Sainsbury's was swift to accept Electron - which means in practice Barclays Connect and the Lloyds Visa card, though neither yet carries the Electron symbol.

Retailers were quick to claim a famous victory: it will take some months however before it is clear whether or not the Electron branding will be able to block Switch's steady progress in the market.

David Barchard

Technology has spawned an array of terminals says Alan Cane

Range of services widens

THE MAGNETIC stripe embedded beneath the skin of today's plastic card confers a powerful benefit on an otherwise dull token. It gives it the ability to interface with computers and so act as the key to a broad range of services electronically delivered.

It has provided the impetus for the development of an array of different kinds of terminals from a diversity of manufacturers which are able to accept and read plastic cards.

These terminals can be broadly divided into two categories, corresponding to self-service and cashier-service.

First, automated teller machines (ATMs), the sophisticated cash dispensers which are commonplace in the walls and lobbies of banks and building societies. Second, point of sale terminals found in a variety of retail outlets.

It falls to ATMs to educate the general population about the use of plastic cards and personal identification numbers (PINs). One indication of how successful they have been is the world-wide growth in the number of ATMs and cash dispensers installed.

According to a new report from the consultancy Battelle Europe, the total number of ATMs installed world-wide is 235,000. Japan and the US have about 75,000 each. There are 56,000 ATMs in Europe, some 24 per cent of the world total.

According to Battelle, the world total of ATMs has nearly doubled since 1984. Mr Geoffrey Tait, marketing manager, financial products for NCR, the European leader in ATMs, says that as a cash delivery mechanism, ATMs are close to market saturation.

The total value withdrawn from European ATMs in 1988 was £140m through just under 2.5bn transactions.

There are substantial differences between countries. The Swedes, for example, are Europe's most enthusiastic users of plastic cards to operate ATMs. Each Swedish ATM is operated 8,000 times a month, more than twice the European average and almost

10 times more than the 910 withdrawals per machine per month in Greece.

It is a market characterised by a small number of large players. In the US, the market leader is Diebold whereas in Europe, NCR has consolidated its lead over International Business Machines taking 33 per cent of the market to IBM's 20 per cent.

NCR supplies machines to more European countries than any other maker, 15 out of the 17 that Battelle surveyed.

The principal trends in ATM development are:

- The establishment of very large shared networks through mergers between existing networks. France, for example, now has a network totalling 11,457 machines, the only European country to feature in the world's top 10 ATM networks.

- The growth of lobby ATMs, free standing but secure and substantially cheaper than traditional through-the-wall machines.

The banks and building societies do not seem to be greatly interested in complex terminals. They are aiming for voice response or interactive video to take customers through transactions without many takings.

- ATM cards are becoming more multifunctional. Nearly 75 per cent of all ATM cards can act as a credit card, a debit card, a cheque guarantee card or a combination of these.

- ATMs may not be becoming technologically more complex but they are certainly offering more functions.

Almost three-quarters of those installed offer other facilities as well as dispensing cash. There is, however, a move to dedicating machines to particular functions. Nobody wants to wait in line while somebody checks their statement in minute detail.

Cashier-service machines of the kind commonly seen in stores and supermarkets can be divided into two groups.

First, the large systems of the kind offered by mainframe suppliers such as IBM, International Computers and NCR and

minicomputer suppliers such as Nixdorf.

These systems are integrated - they comprise card reader, teller and customer displays, cash register and bar code reader as the elements of a complete electronic point of sale system.

Such a system is likely to cost between £3,000 and £5,000 a station. Retailers, of course, differ in their requirements and may wish to take only selected elements rather than the complete package.

Second, suppliers such as Portronics, Verifone, Racal and Nokia Data who build special point-of-sale terminals designed around the need to read and validate plastic cards.

The UK's national EFT-POS system, for example, specifies terminals from three suppliers for the pilot operations, now in progress. They are Omron, Portronics and Nokia Data.

Such systems are designed to be complementary to a retailer's existing point of sale equipment rather than to replace it. They are also built to sell at a considerably lower price than the integrated systems made by the mainframe manufacturers. A typical cash register terminal of the kind to be used in EFT-POS, for example, might cost about £1,00

Automated Teller Machines

Dispensers launch cash revolution

FEW AREAS of the plastic card business are growing as fast as the use of automated teller machines (ATMs) and cash dispensers. Since 1984, the number of ATMs in the world has nearly doubled to about 25,000.

Japan and the US lead the way, each with 75,000 machines. In Europe, ATM coverage is patchy. The UK has the highest national total with 14,000 machines installed at the start of this year. UK machines are divided between several competing networks.

France with its single network of 11,457 machines has Europe's biggest network. Though West Germany has only 5,160 ATMs, (all but a handful of them accepting Eurocheque cards only), its network counts as one of the larger ones. Per capita however, the picture is slightly different.

There are only 84 ATMs per million West Germans, compared to an average for Europe of 158. France has the highest with 431 machines per million of the population.

The ATM revolution is changing life for travellers even in relatively late-developing countries. Not all travellers care for the ability to draw out money from their bank home.

Mr Chris Rodriguez, chief operating officer at Thomas Cook, says that some travellers are unnerved by the thought of unlimited cash on holiday. "They still prefer travellers' cheques because it gives them tighter control over their spending."

Nonetheless, consumers increasingly view ATMs as a natural adjunct of life, bringing pressure on airports and similar institutions to provide ATMs in strategic locations for travellers.

This pressure from the market poses two sets of questions for banks. Firstly, there are the commercial issues. ATMs mostly reflect recent and heavy investments.

HIGH ON the list of beneficiaries from the plastic cards revolution are retailers. Their gains are likely to go beyond cheaper, swifter, and more secure forms of payment. Indeed some bankers wonder whether the shops' strength is may be a threat to their own industry.

This may not be apparent from the signals of the retailers. The task of laying down an electronic payments system for the 1990s has proved acrimonious. The retailers drove one hard bargain after another and split the more or less united ranks of the banks.

The retailers are determined to hold their own on terminal installation. The terminal population of the UK stands at about 64,000, having doubled each year since 1986. Though about two-fifths of these terminals belong to the banks, the remainder were installed by retailers.

Elsewhere, the retailers have increased pressure on the banks to determine the form and direction of changes in the payments industry.

Two influential retailers lobbied have emerged. One, the Retail Credit Group, represents



Consumers increasingly view ATMs as a natural adjunct of life

Matrix, catering mainly but not exclusively for banks, also

• ATM cards serve an increasing number of purposes. Almost three-quarters of them are either a debit card, a credit card, or a cheque guarantee card.

• The number of facilities offered by ATMs is growing. Customers want to be able to get more detailed information about their accounts and they may also use ATMs to deposit money as well as for withdrawing cash.

• The proportion of ATMs located in branch lobbies is rising.

The market for ATMs in Europe is dominated by NCR and IBM which have a market share between them of over 50 per cent. However NCR is pulling ahead of IBM. Four years ago IBM had a larger share of the European ATM market than NCR. Today the ratio is 20 per cent to 33 per cent in NCR's favour.

In the UK, NCR supplies ATMs to NatWest, Barclays,

Midland, TSB, Girobank, Lloyds, and Abbey National, as well as the Nationwide Building Society. Lloyds has recently switched from IBM by ordering 150 NCR 5085 machines at a cost of £3.6m.

In the US where Diebold is the main supplier, there are two main ATM networks, Cirrus and Plus. Plus, which is based in Denver, Colorado, has more than 28,000 machines around the world, of which 1,100 are in the UK, through a tie-up with the LINK network.

ATMs are not only for those away from home or those who have no chance to visit their branch during the day. Automation of branch banking is advanced in Europe and the US. One of the front runners in Britain is Midland Bank which has converted many of its high street branches into self-service branches.

Self-service facilities have to be in real-time to be effective and most of the larger British banks, other than TSB, are still not able to offer real-time information to their customers. At

other banks, balance information usually reflects the state of a customers' account at the close of the previous day – or even earlier.

This should change when EFTPOS UK is running. Its terminals will eventually offer customers the chance to see how their bank accounts stand on an up-to-the-minute basis.

In the US where Diebold is the main supplier, there are two main ATM networks, Cirrus and Plus. Plus, which is based in Denver, Colorado, has more than 28,000 machines around the world, of which 1,100 are in the UK, through a tie-up with the LINK network.

ATMs are not only for those away from home or those who have no chance to visit their branch during the day. Automation of branch banking is advanced in Europe and the US. One of the front runners in Britain is Midland Bank which has converted many of its high street branches into self-service branches.

Self-service facilities have to be in real-time to be effective and most of the larger British banks, other than TSB, are still not able to offer real-time information to their customers. At

the same time, the programme will be completed in 12 months.

Two years ago, European banks met at Florence and laid down proposals for a scheme to allow bank customers to use a single card throughout the Community. However the proposals, which largely reflected the thinking of the West German banks, were attacked as anti-competitive.

Though networks are gradually merging in both Europe and the UK, the divisions between them may take a long time to disappear.

David Barchard

RETAILERS

Banks wary of threat

stores which offer credit through plastic cards. Its members include the Burton Group, Dixons, Marks & Spencer and Next.

The RCG has the double task of exposing shortcomings in the banks' products while defending the need for store cards to charge interest at higher rates than the banks.

It brought a spotlight on such issues as bank overdraft charges (the retailers think these should be expressed in annualised percentage terms as other forms of consumer credit are) and credit card margins.

In October, the RCG published figures showing that retailers have to pay nearly five times as much for taking credit cards as they do for taking a comparable debit card.

Each debit card costs a retailer about nine pence, compared to a 1.8 per cent transaction charge on credit cards which works out at 42p on a per cent basis.

The RCG says the UK credit card industry is concentrated in favour of the large banks.

The top five card issuers (Barclays, NatWest, Lloyds, Midland, and TSB) account for 89 per cent of card transactions and 86 per cent of bank payment cards. The RCG claims that has been helped by the general public's distrust of the banks and their credit cards.

The banks had held the limit down for two reasons. The first was to encourage customers to shift away from cheque payment to plastic card methods.

The second was the knowledge that higher guarantee limits would mean that losses from fraud would shift from the retailers to the banks.

The big clearers agreed last May to replace the £50 limit with a more flexible system, allowing from some cards to offer guarantees of up to £250.

The strongest indication of retailer strength however is the steady fall in the "merchant discount" – the commission charged on each credit card transaction.

Eighteen months ago, this averaged 2.5 per cent. Today, it is about 1.75 per cent and falling.

Mr Woodman regards many aspects of the retail banking business as still insufficiently competitive. He would like, for example, to see retailers in the UK being allowed to join international payment systems such as Visa and MasterCard.

Some UK retailers, including the Burton Group of which Mr Woodman is a director, have acquired banking licenses. But it is not clear whether they can join banks' clubs such as Visa.

The last year has seen several victories for the retailers, each producing greater competition on the banks and trimming their margins. Their greatest success was the establishment of the Switch system.

Switch, designed with retailers' needs in mind, appears to be destined to become a UK national debit card system. Even if this does not happen, Visa is offering a modified electronic debit card which would not have come into being without the retailers' campaign.

Two years ago, such a development would have been unthinkable. Indeed the power of the retailers was not fully exposed until the furore which followed Barclays' attempt to launch its Connect debit card on the same terms as its Visa credit card.

Retailers lobbied successfully to get the banks to raise the £50 ceiling on cheque guarantee cards. This was an area where the banks were extremely reluctant to move.

The APACS, inter-bank payments association, guarantee limit was set in 1977 when £50 was worth about £120 in 1988 prices.

The banks had held the limit down for two reasons. The first was to encourage customers to shift away from cheque payment to plastic card methods.

The second was the knowledge that higher guarantee limits would mean that losses from fraud would shift from the retailers to the banks.

The big clearers agreed last May to replace the £50 limit with a more flexible system, allowing from some cards to offer guarantees of up to £250.

The strongest indication of retailer strength however is the steady fall in the "merchant discount" – the commission charged on each credit card transaction.

Eighteen months ago, this averaged 2.5 per cent. Today, it is about 1.75 per cent and falling.

Mr Woodman says that he believes the different payment methods, such as Visa, MasterCard, and Switch, will eventually dissolve and be replaced by a unified transmission network.

He is on record as saying that the merchant discount should essentially represent only communication and transmission costs, thereby taking away all the banks' profits on that side of their business and forcing them to make their profits from plastic cards from the personal customer.

CHANGE CARDS



CHANGE LIVES

THE OXFAM VISA CARD has all the advantages of a Visa card, but there's one important difference.

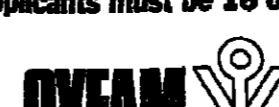
It helps the poor every time you use it -

and it needn't cost you a thing.

It's so easy to apply.

Why not change cards - today?

For full written details call Kathy Sharp on 0865 510505 or write to her at Oxfam House, Room FT, 274 Banbury Road, Oxford OX2 7DZ (Applicants must be 18 or over)



THE COMPLETE COMPUTERISED SUPPORT OPERATION FOR:

TEXT & DATA CAPTURE
DATABASE MANAGEMENT
MAIL ORDER
CREDIT CARD ACCOUNTING

Wilford offer totally flexible solutions to cost effective data collection with large scale computer bureau support options.

We have purchased what you need' large scale text and data capture facilities, together with an efficient data base management system, tailored to your needs.

A personal telephone answering service staffed between 9.00 a.m. and 10.00 p.m., seven days a week is available, supplemented with recorded answering outside these hours.

Flexibility does not end there. We also offer the full front end service including mail opening, sorting, cash banking and document pre-processing for proprietary credit card systems.

With over 21 years experience, and a staff of over 100 operating 24 hours a day, seven days a week, we are well placed to handle your particular requirements.

Call Alan Wilford or Bill Muir now to find out more.

COMPUTER SERVICES LIMITED

Wilford

The Right Choice
Wilford Computer Services Ltd.

117/19 Portland Street, Manchester M1 8ED Tel 061-236 3682 Fax 061-228 6346 Data Protection Registration No. 1001765

Fraud and security

Doubts over responsibility

ONE OF the main constraints on the growth of the plastic cards industry worldwide is the fear of fraud.

However, card issuers' concern with fraud and security tends to get played down because they are reluctant to put ideas into the heads of fraudsters.

For many cardholders, the less pleasant side of the card business is the discovery that the loss or theft of a card can be followed by some pointed or even sceptical questioning from the card issuer. Nor is it clear where the balance of responsibility lies.

One large UK building society warns its customers on its automated teller machines (ATMs) that they may be responsible for any losses on their cards until the loss is reported. Would a similar warning be issued with a cheque book current account?

Not surprisingly fraud and security issues, and in particular the question of who is responsible for losses incurred on stolen cards, have aroused the concern both of consumer groups and officials of the European Community.

At a recent EFT-POS conference in Edinburgh, Mr Jeremy Mitchell, a specialist in electronic payments issues, warned his audience that "proper standards of consumer protection in banking should not be the subject of a secret deal between the banks on the one hand and the Treasury and the Bank of England on the other."

Mr Mitchell claimed that the banks were being unimaginative in failing to recognise the opportunities of a generous approach to safeguarding the interests of their customers.

Are the card issuers being unduly cautious? If one looks at fraud losses admitted by the companies, it might seem that they are.

"Fraud costs the industry about £1 per card per year," says Mr Ken Bignal, chief executive of Barclaycard and the largest UK card issuer.

"But if one considers there are over 1m transactions per day, fraudulent usage is remarkably small. Only one card out of every 15 that gets lost, gets abused."

The fears of the card issuers centre on what happens when cards stray from the wallets of their holders.

Security features are increasingly built into the electronic terminals. Lists of the "hot



Tony Lee: fraud has increased this year

cards" are downloaded daily.

Barclays PDQ, a hand-held terminal being launched next year, will be capable of daily updating. However, in the UK at least, fraudsters tend to use stolen cards within hours rather than days.

Counterfeiting is not a significant problem in the UK, though it is in some European countries, including France and Italy and also parts of south east Asia.

Counterfeiting has become somewhat harder in recent years since card designs were revamped to include a variety of secret security features, and the holograms on Visa and MasterCard.

However, some processors and issuers believe that fraud is becoming a more serious problem.

Mr Tony Lee, chief executive of Signet, the largest UK processor, says he thinks fraud has increased this year. "The trend is upwards. Not surprising since the fragmentation of marks on cards is bound to lead to some improper use."

Mr Derek Wanless, general manager for UK branch business at NatWest Bank, says that part of the apparent increase in fraud figures this year is a distortion caused by processing problems after the arrival of duality, the combined handling of MasterCard and Visa retailer operations.

"The system couldn't cope for a while so the figures were concentrated and fraud levels seemed to rocket. Now that has levelled out," he says.

Mr Christopher Brobbel, manager at the Bank of Scotland's Dunfermline Centre, says: "Our experience here on fraud is no worse than anybody else's. Indeed it is probably slightly better for fraudulent applications and transactions."

He says the loss ratio on fraud to total turnover is about 0.13 per cent for Bank of Scotland, slightly under the UK average of 0.14 per cent.

Like most processors in the UK he is chiefly concerned about two types of fraud: false applications, made in the name of somebody else or a non-existent person, and the interception of cards in the post before they reach the cardholder.

Pattern, sometimes potentially embarrassing ones, quickly show up in this kind of fraud. Some card processor operations have names of postal districts, towns, or even entire countries where normal

operations cannot be safely conducted.

There are also particular groups among which fraudulent card applications are most common. Though names and addresses may vary, card issuers are developing ways of spotting multiple application from a single individual.

"As a processor, we have the advantage that we handle cards of several issuers. So if there is someone who is sending in multiple applications, we do get to be good at spotting him," says Mr Brobbel.

The handling of intercepted cards is a more delicate issue. Marks & Spencer operates a system whereby a card must be validated by its holder before it can be used for the first time. Some banks are considering schemes which would allow cardholders to collect the card from a branch rather than have it arrive through the post.

The alternative would be to incorporate features into the card ensuring that only its rightful owner could use it.

At present cash withdrawal machines rely on PINs, personal identification numbers, for this. PINs are little loved, but until recently no one has been able to suggest a better method.

They are vulnerable to possible interception (a member of the Jack Committee which reported last spring on bank/

customer relations claimed to be able to spot a PIN being used at an ATM from the

upper deck of a passing bus).

A lot of people find them hard to remember and record safely, especially if they have to use several PINs.

However, some bankers look increasingly at biometric methods — ways of incorporating unique details of each customer on the card.

There are a number of ways this can be done, though they are not always appealing. Finger or palm prints, retina characteristics, saliva, and the way a customer makes his signature can all be recorded and stored on the card and checked in the terminal.

Dynamic signature verification is the front runner here.

ERPOS UK, Bank of Scotland, and Midland Bank have all shown interest. Norton Opaz/McCorquodale, and De La Rue

have developed two leading systems.

Some snags remain. One is that smart cards are much more expensive than cards with magnetic stripes. A second is that the arrangement for the customer to put the information into the card may be expensive and time consuming.

The biggest problem is the eyes of banks is that there are still likely to be too many false acceptances and false rejections to make dynamic signature verification wholly satisfactory. But with systems getting steadily more sophisticated, their acceptance may be only a matter of time.

The US market has reached saturation point, says Karen Zagor

Growth in small amounts

SMALL AMOUNTS business transactions of less than \$25, is just one area where the US credit card industry is looking to expand in an increasingly competitive environment.

Punters at Donald Trump's two eponymous Atlantic City casinos can slip plastic cards into the slot machines. Diners at a number of US fast food restaurants can charge their hamburgers and milk shakes to Visa. Film-goers at Cineplex Odeon cinemas can charge their tickets on American Express cards.

Health care is also a promising area said Visa, because it generates some \$250bn a year but only about 1 per cent is paid for by plastic.

The US credit card market, which expanded rapidly in the early 1980s, has reached saturation point, said Mr John Love, a senior vice president at Faulkner and Gray, a leading industry publisher. Growth will have to come in small, related niches, such as fast-food, restaurants and health care.

While there is still some room for growth, the golden period of the mid-1980s is over.

"Credit card companies are competing for market share as opposed to competing for a bigger piece of the incremental growth," said Mr Love.

In the mid-1980s, the bad debt ratio increased from about 1.5 per cent of receivables to more than 3 per cent.

"When the industry was so handsomely profitable in the early 1980s, issuers thought they could handle the increase in bad debt and for a while they could," said Mr Love. But as profits fell the bad debt began to be felt by the companies.

The industry is increasingly dominated by big names — American Express, Visa and MasterCard. The difference between the services offered by the cards is narrowing.

Traditionally, American

Express was the card of choice for business travellers and other high spenders. Consumers paid their expenses in full each month and paid an annual fee for the card.

Visa and MasterCard, on the other hand, were primarily bank credit cards aimed at the greater middle class with more of a presence in retail outlets.

However, the gap between American Express and the bank credit cards has narrowed considerably in recent years. Visa and MasterCard offer premium cards, which have brought in higher income cardholders. Meanwhile, the American Express Optima card allows customers to pay off the charges over a period of time.

"Nothing is more important

to us than customer service," said American Express. However, this attitude has permeated the credit card industry as the notion of the cardholder grows in importance.

Furthermore, Visa and MasterCard offer the value-added services which were pioneered by American Express. Such services as purchase protection and automatic insurance for car rental, are now standard, although American Express still leads the pack when it comes to detailed customer statements.

Although these services help attract customers, they are costly and have reduced margins for the card companies.

According to Mr Love, there is likely to be an escalation of the "enhancement wars" to bring more services to the customer, probably with better information for cardholders such as ways to save money on the cards.

Traditionally, American

Express still has an edge on the bank cards because it controls its card and merchant bases. Visa and MasterCard are not such monolithic organisations.

"We are one company, and operating around the world," said American Express.

American Express has spent heavily on its Genesis data processing system to help the company cut details of where the American Express cards are purchased and for how much.

It is the middle market players who are likely to be the losers in this competitive environment because they are too big to offer personalised services and too small to offer the economies of scale and sophis-

ticated marketing.

While credit card companies are fighting for market share, debit cards have an increasingly strong presence in the US. Mr Love estimates that this year there will be 184m debit cards in the US accounting for 5.2bn transactions compared with 203m MasterCard and Visa credit cards accounting for 3.3bn transactions.

When a piece of plastic is used more often it has a more important weight in the consumer's wallet," said Mr Love.

At the banks, which at first offered Automated Teller Machines (ATMs) services at no charge to customers and did not see the potential for much profit from these cards, are finding ways to cash in on their increased use.

It is not unusual for banks to charge 50 cents for ATM transactions for customers from other institutions. Consumers are willing to pay for the convenience. Many industry observers believe it is just a matter of time before debit cards are used for purchases at the point of sale.

Meanwhile, litigation is holding up the expansion of Entrex, the debit card joint venture by Visa and MasterCard. The lawsuit, filed by 13 states in June in a Manhattan district court, alleged that the two companies conspired to prevent other companies from introducing a national debit card.

The 13 states have offered to settle and Visa and MasterCard have until December 6 to respond. Visa expects the deadline to be postponed.

The growing popularity of debit cards is unlikely to signal the end of credit cards. There will always be demand for credit cards, said Mr Love, because there will always be people who want to spend money and there will always be merchants willing to pay 3 per cent for a sale which would not otherwise occur.

Target segments on whom the company has its eyes are traditional business customers, young university graduates and women and the old.

American Express's problem in the market is that it is not a deposit-taking bank, and though its customers pay annual charges on their card, the economics of the business force it to charge retailers higher commissions on each transaction than the banks.

As a result, though retailers like the access to up market customers which American Express brings them, they dislike having to pay transaction charges believed to average 4 per cent, or more than double the average commission on Visa or MasterCard.

American Express's retailer network in the US has grown steadily. A year ago it numbered some 120,000. It has grown to over 165,000.

In Europe, fears that American Express might be locked out of the single market by an inter-bank cartel have somewhat receded.

Mr James Larkin, executive vice president, has emerged as a vociferous advocate of the European Community's goal of completing the internal market by 1992.

"We have been in Europe for over 100 years and we believe that American Express is well positioned to serve the needs of European customers for a comprehensive range of Europe-wide services. American Express has the only pan-European customer base of any major financial services company."

Meanwhile, American Express is also looking eastwards to the emerging Soviet and eastern European markets.

The number of retail outlets in eastern block countries accepting American Express jumped by 30 per cent this year.

In November, Mr Ammueller signed an agreement in Budapest with the travel company Fimex, which made the card available in Hungary. In June, American Express launched its first corporate card in the USSR.

Charge cards may be drifting to the margins

A credit to the well-off

AMERICAN EXPRESS and Diners Club are the two oldest players in the plastic card market. Diners Club traces its pedigree back to the 1950s and in some countries, certain restaurants and retailers have been known to prefer Diners Club to Visa or MasterCard.

The changes in the plastic cards market in the 1980s might seem likely to consign the charge card issuers to the margins of the market. Their cardholder bases are much smaller than those of the larger bank card issuers. Furthermore, there is no current account relationship cementing the cardholder to the issuer. And some people believe that Visa or MasterCard, the banks' payment systems, can offer their customers at least as much as American Express.

Certainly, the numbers of their cardholders make both American Express and Diners Club look relatively small.

American Express, for example, has a cardholder base of 1.1m, but when company cards, gold cards, and the like are excluded, many in the industry believe that its base shrinks well below 750,000. Diners Club probably has about half this level.

Both Diners Club and American Express rely on identifying particular market segments and targeting them with the services they want.

"Diners Club has a very loyal customer base, much of which has been with them for a good many years. Diners Club cardholders are often well-off people who are fairly well advanced in life," says one bank card specialist.

Earlier this year however, American Express launched its Optima card in the UK and France. Optima is a credit card aimed at people who want to borrow large amounts at relatively low interest rates. On a loan of £2,000, the interest rate on Optima (taking into account the membership charges) is about 17 per cent.

The Optima card brings American Express into direct competition for the first time with the bank credit cards. It is aimed, like the Save & Prosper and Chase Manhattan Visa cards, at upmarket customers. Optima helps guard American Express's customer base against possible erosion by the low interest credit cards and to that extent its launch was a defensive move.

In the US, Optima has been available since May 1987 and is one of the main plastic card suppliers of credit.

One advantage American Express has is that the Optima card is aimed at its own customer base. To qualify for Optima, a consumer must have a good credit record of at least one year's standing.

The card has had a high rate of take up of Optima, says Mr Alan Stark, managing director of American Express.

American Express predicts that by 1992 there will be 5.6m Optima cards world-wide, about one-fifth of American Express cards.

Meanwhile, the drive for unopened segments of the market continues. Last year, marketing ideas included automatic purchase protection insurance for three months on all goods purchased with the card and a Gold cardholders' dinner at the Savoy after an evening with the Bolshoi Ballet.

American Express has traded for many years on the idea that its cardholders are people who use the card to signal their financial status when they travel and who are rich enough to pay off their account in full each month.

This begs the question that the concept of an American Express card conflicts with this tradition of opulence. That idea is not one that finds favour with the company.

When Optima was launched, Mr Steve Goldstein, then head of American Express's travel related services in the UK, said: "It's a fallacious assertion that well-off people do not borrow. The question is when and how they borrow. With credit limits that start at £2,500 and go upwards, Optima is not a card for people who want to pay their supermarket bill. It's for large ticket items such as video cameras, living room furniture, and skiing holidays."

This strategy reflects market forecasts that traditional charge card and travellers cheque business will decline in importance and the role of lending will grow.

In 1988, about 70 per cent of the profits of American Express's travel related services came from charge cards and travellers' cheques. By 1993, this is expected to shrink to about 57 per cent.

One outside consultancy report, which seems to have the blessing of American

Express, predicts that by 1992 there will be 5.6m Optima cards world-wide, about one-fifth of American Express cards.

Meanwhile, the drive for unopened segments of the market continues. Last year, marketing ideas included automatic purchase protection insurance for three months on all goods purchased with the card and a Gold cardholders' dinner at the Savoy after an evening with the Bolshoi Ballet.

American Express has traded for many years on the idea that its cardholders are people who use the card to signal their financial status when they travel and who are rich enough to pay off their account in full each month.

This begs the question that the concept of an American Express card conflicts with this tradition of opulence. That idea is not one that finds favour with the company.

When Optima was launched, Mr Steve Goldstein, then head of American Express's travel related services in the UK, said: "It's a fallacious assertion that well-off people do not borrow. The question is when and how they borrow. With credit limits that start at £2,500 and go upwards, Optima is not a card for people who want to pay

SECTION III

FINANCIAL TIMES SURVEY

Political imperatives have continued to vie with economic good sense in the erratic implementation of well-intentioned reforms this year in Turkish banking and industry. The latter most lags behind in the drive for European Community membership, reports Jim Bodgeman

Pace of reform intensifies

REFORM AND overhauls in the Turkish financial and industrial sectors have been pivotal to the structural adjustment programme in the 1980s.

All the indications are that President Turgut Ozal will push no less hard as president for his vision of Turkey as a major world-ranking financial and trading partner in the 21st century than he did as prime minister.

Despite economic deterioration and the government's electoral unpopularity, the bewildering pace of economic reform has picked up this year - to the extent that senior ministers claim that Turkey is 'near the end' of its structural adjustment path in the 1980s, and far down the road in adapting to EC standards behind its application for full membership of the Community.

Foremost has been an August convertibility package by which, claim senior officials, the lira has been made 20 per cent convertible. This followed on from the introduction in the spring of a central bank gold market which knocked the bottom out of the lucrative smuggling trade.

The convertibility package was accompanied by sweeping revisions to the customs regime. Pending any major amendments, probably before the year-end, to the banking and capital market laws,

However, buffeted financiers and entrepreneurs are calling for consistency and fair warning in government planning. The private sector thinks ad-hoc responses to electoral pressures have been cloaked in lip-service to the principles of structural adjustment propounded by the World Bank and IMF.

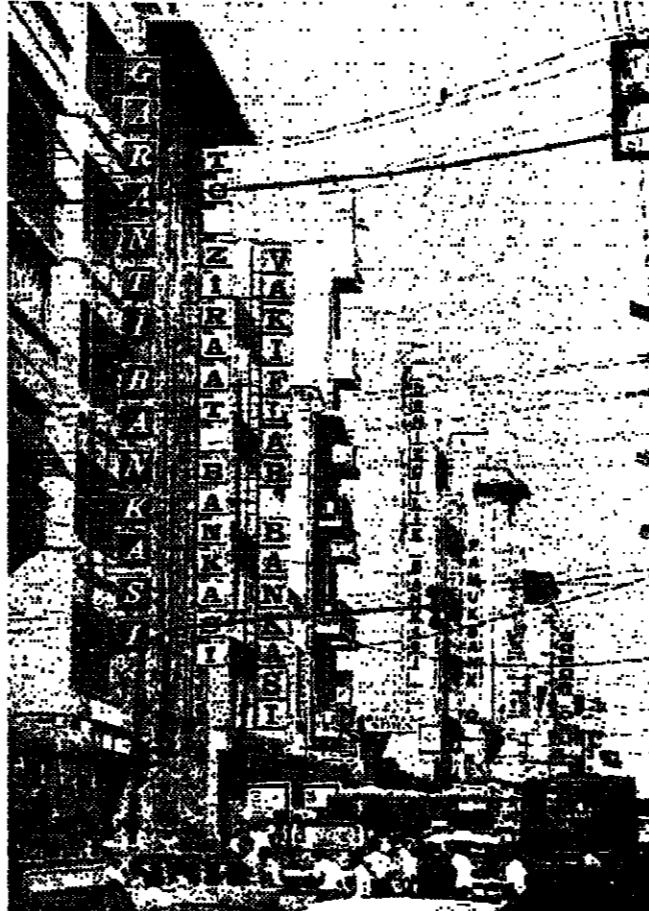
More reassurance than ever is needed in view of the jealous factionalism uniting the ruling Motherland Party (ANAP) after the president's inauguration, and his surprising appointment of former speaker Mr Yilmaz Akbulut as premier.

Change has run deepest in the banking sector, although the overhaul of state institutions is far from complete. Despite the government's claims, the transformation of Turkey into a world-ranking industrialised power still has a long way to go.

The overall rise in industrial exports is often cited as evidence by the government that industry has been turned around by the export drive.

Industrial goods accounted for 76 per cent of all external sales last year, compared with 48 per cent in 1981, while over the period, total sales rose by 247 per cent to \$11.66bn.

But the concentration of exports in relatively few markets, and in consumer goods



TURKISH BANKING AND INDUSTRY

vulnerable to rising protectionism in OECD countries, clearly indicates the need for an integrated and consistent industrial development strategy.

Investment levels

A large proportion of the export-oriented production increases is anyway accounted for by industry taking up slack in capacity utilisation after the recession-blighted late 1970s. Actual new investment in manufacturing industry has fallen back behind 1985 levels, and by a projected 7.8 per cent between 1988 and 1989, to TL3.3 trillion at 1988 prices, because of high borrowing costs and reduced demand.

Total industrial sales could fall by as much as 20 per cent from last year. There was a sharp decline in output in the first two quarters, bottoming out into a shallow trough in July. Output has recovered only slowly through August and September. However, growth estimates for industry differ from the two important

government sources: 0.1 per cent from the State Institute of Statistics, compared with 3.4 per cent from the State Planning Organisation.

Even one of Turkey's largest industrial conglomerates, the Koc Group, has made few major fresh investments for the past two years. Apart from committed automotive expansion, it has only injected sufficient funds to sustain current capacity use, and to remove bottlenecks.

Not wholly indifferent to industry's plight, the Government recently revised investment incentives upwards. Already fluttering encouragingly, demand is expected to pick up again on the strength of the 1990 budget and economic programme approved recently by parliament, which points towards a return to growth through some reflation.

However, recovery will depend on strict discipline in the state sector. The state economic enterprises (SEEs) have done much to shake off their

reputation of being industrial dinosaurs, but substantial obsolescence, overmanning and sheer managerial inefficiency remains. Yet if the Government's privatisation programme appears to be flagging, it is because the first two fully-fledged SEE candidates, petrochemicals agency Petkim, and textiles agency Sumerbank, now have to be digested.

Inflated labour costs have added to industry's woes, concentrated in the public sector. They have leapt by an average of 193 per cent as shop-floor trade union militancy, which has been suppressed since the 1980 military coup, forced a government chastened by local election results to backpedal in spring and summer.

Inflation has already outstripped these. Grumbling amongst rank-and-file is snapping at the heels of the old-guard leadership of the moderate Turk-Is confederation. It commands around 1.8m of the total 2.5m unionised workforce in strategic industries.

Banking criticism of government policy is less acute than criticisms from industry, perhaps because the major commercial banks have only themselves to blame for their predicament. Rapacious interest rate competition when the government freed deposit rates in mid-October last year overburdened the banks with lira liquidity.

Foreign exchange has been an unattractive avenue throughout the year because of slack lira depreciation braked by the central bank's record foreign exchange reserves, and the abundance of hard currency due to current account surpluses.

A feared run on the banks when the high-interest deposits matured last month did not happen, however, most being rolled over in the banking system. The downward trend in rates has continued, breaking through the psychological barrier of 60 per cent late in October.

This could be a sign of maturity, since banks have preferred to offset the high cost of funds with increased profitability, rather than irresponsibly chasing deposits. A welcome spin-off is the search for alternatives to risky mainstream corporate lending in more sophisticated products like consumer credit. Electronic hardware and modern management techniques have long been the rule rather than the exception in the sector.

But there is acute apprehension about pending reform of banking laws. Especially stiff opposition has come from the large retail banks to the proposed introduction of stricter capital adequacy ratios along the lines of the Cooke report - 8 per cent in stage by 1992 from 5 per cent this year.

The major institutions say Turkey's banking sector is not sufficiently developed to implement such strict criteria. Non-performing loans still plague the sector, particularly in state institutions.

A big success story in 1988, however - partly as a result of these tribulations - has been the Istanbul Stock Exchange, sapped by the Government's real interest rate policy in 1988. However, this year, the situation was reversed by the unattractiveness of other savings instruments like foreign exchange and deposits com-

pared with the rapid increase in share values.

The entry of emergent market funds following the opening of the exchange to foreign investors in August pushed the index to record levels. It remains to be seen whether the large institutional foreign investors will follow. The outlook, despite a mild bearishness due to political uncertainty, is optimistic.

Encouraging trends

The Ankara-based Capital Markets Board hopes these encouraging developments will be underpinned by amendments to the capital markets law introducing such reforms as a ratings agency and real-estate linked bonds - not to mention the prospect of making insider trading illegal.

Perhaps one of the most encouraging trends in 1989 has been the rise in foreign investment, in spite of the uncertain political outlook.

For foreign investors willing to take the long-view, inflation is not spiralling out of control, and there is evidence of economic stabilisation and resilience. But the short-term problem for the government is how to inject enough dynamism into industry and commerce without stoking inflation any higher than the present 73 per cent in the year to the end of October.

CONTENTS

- Presidential profile: Turkey's application for full membership to the European Community, page 2.
- Economic outlook: inflation rises curbed; prudent borrowing, page 3.
- Convertibility of the lira: ministerial profiles, page 4.
- Banking sector: bank profiles: Bankasal, page 5.
- The state banks: capital adequacy issues, page 6.
- Increase in foreign banks in Turkey: the Istanbul Stock Exchange, page 7.
- Insurance sector: the currency black market, page 8.
- Foreign investment: industrial outlook; privatisation, page 9.
- Defence industry's \$10bn plan; page 10.
- Textile industry: company profiles, page 11.
- Investment in tourism projects; doing business in Turkey, page 12.
- Editorial production: Michael Wiltshire

The Turkish contract?
It was easy

An exciting opportunity in a new country. And it's a success.

But, without the right advice, it could all have gone horribly wrong.

As Turkey's leading merchant bank, we can give you that advice. On trade and project finance. And in the capital markets.

London Representative Office: 65 London Wall, London EC2M 5TU, Tel: 01-638 2820, Telex: 913359, Fax: 01-638 2823,
Head Office: Bosphorus Cadde 165, Esentepe, Istanbul, Tel: (011) 174 1111, Telex: 26021, Fax: (011) 174 7028,
New York Office: 237 Park Avenue, New York, NY 10017, Tel: 212-551 3606, Fax: 212-687 9075.

If you have business in Turkey - or elsewhere in the world - we can meet your needs.

You'll be surprised what we can do for you.

For further information, contact either Arthur Wilkinson at our London Representative Office, Huseyin Unver in New York, or Sinan Demirdögen at our Head Office.

You'll find the addresses below.

IKTISAT
BANKASI
TURKEY'S MERCHANT BANK

TURKISH BANKING AND INDUSTRY 2

Application to the EC

Mismatch of perceptions

SOME TIME next month the European Commission in Brussels will give its formal opinion on Turkey's application for full membership of the European Community.

The general expectation is that the Commission will politely, but unmistakably signal that the issue of Turkish membership of the EC should be put on a back burner until the 1990s.

To help save face on both sides, the response will not be the Commission's final word on the subject, but the first part of a reply in two stages. But in political terms, as far as national governments are concerned.

Turkey lodged its application to the EC in 1987, despite strong warnings from its friends in the Community to wait. The economy looks unfitted for full membership

cerned, the question of early Turkish membership will have been shelved for the foreseeable future.

There seems to be no chance that the individual governments will do for Turkey what they did for Greece in 1976, and brush aside a lukewarm response from the Commission. There are too many serious economic and political obstacles – and Turkey is likely to be eclipsed, perhaps for many years, in the list of European political priorities by Eastern Europe. So what happens next in Turkish/EC relations?

Mr Ali Bozer, Deputy Prime Minister in charge of relations with the EC, says: "I do not know the reaction from the Turkish people. An encouraging response from the Community is very important."

The trouble is that the mismatch of perceptions between Turkey and the Community is so great that any encouragement in the Commission's reply is likely to be seen as little better than lip-service.

Turkey lodged its application in April 1987, despite strong

behind-the-scenes warnings to wait from its friends in the Community. The country's economy looks obviously unfitted for full membership: GNP per capita is under \$200 a year; just under half the workforce is still in agriculture; inflation is running at about 70 per cent.

The political situation is not much brighter. Western European public opinion regards many features of Turkey's internal political situation, especially its human rights record, as unacceptable. Migrations of Kurdish villagers to Europe, claiming severe ill-treatment, have strengthened this opinion in the past year.

There is also European unease about the growth of fundamentalism in Turkey (a phenomenon denied by most officials, but confirmed by most, though not all, foreign observers). Turkish officials make it fairly clear that the country would try to continue its regional friendships with radical Middle Eastern regimes, even if it entered the EC.

A key test was the Salman Rushdie Affair, earlier this year. Though Turkey got off to a good start by coming down more strongly on clergymen calling for the death of Rushdie than (for example) Britain has done, local pressures fairly soon asserted themselves.

In September, Mr Ozal flew into Ankara from Strasbourg where he had addressed the European parliamentarians on human rights and signed a cabinet decree banning "The Satanic Verses." Officials in Ankara variously describe the ban either as "normal and unimportant" or as a response to Islamic pressures at home and in the rest of the Middle East.

Finally, there is a sort of negative factor. Turkey's role in the life of Europe somehow does not conform to the average European's conception of the way a pluralist society participates in the life of the Continent.

Turkish lobby groups are almost non-existent and, when they do appear, they are usually blatant mouthpieces of officialdom, rather than

BALANCE OF PAYMENTS			
	January-July (\$m)	1981	Difference
	1980		%
Merchandise exports (FOB)	6,224	6,458	-234
Merchandise imports (FOB)	8,320	7,026	1,294
Foreign trade balance	-2,106	-1,432	674
Workers remittances	1,370	852	518
Current account balance	71	-25	96
Total overall balance	774	128	646
Total change in reserves	-774	-128	646
IMF	-168	-327	159
Official reserves	-606	199	-805

Source: Central Bank

FOREIGN TRADE FIGURES			
	January-August (\$m)	1981	Difference
	1980		%
IMPORTS	9,777	9,392	-385
Capital goods	2,496	2,471	25
Consumer goods	773	709	63
Raw materials	6,506	6,212	294
EXPORTS	1,136	1,175	-39
Agricultural	258	200	58
Mining	5,560	5,737	-177
Industry			-3.1
Balance	-8,281	-8,279	541

Export-Import financing ratio – Jan-Aug: 71.2%; 1980: 87.3%; 1981: 72.7%

Source: State Institute of Statistics

BY COUNTRY GROUPS

IMPORTS	OECD countries	6,115	5,982	133	2.2
	EC countries	3,893	3,904	-210	-5.4
	Islamic countries	1,845	2,023	-178	-8.8
	Gulf countries	1,400	1,737	-337	-19.4
	Socialist countries	960	778	181	23.3
EXPORTS	OECD countries	4,253	3,883	370	9.5
	EC countries	3,282	2,937	344	11.7
	Islamic countries	1,813	2,395	-582	-24.3
	Gulf countries	1,052	1,576	-523	-33.2
	Socialist countries	856	608	247	40.6

Source: State Institute of Statistics

BY COUNTRY GROUPS

IMPORTS	OECD countries	6,115	5,982	133	2.2
	EC countries	3,893	3,904	-210	-5.4
	Islamic countries	1,845	2,023	-178	-8.8
	Gulf countries	1,400	1,737	-337	-19.4
	Socialist countries	960	778	181	23.3
EXPORTS	OECD countries	4,253	3,883	370	9.5
	EC countries	3,282	2,937	344	11.7
	Islamic countries	1,813	2,395	-582	-24.3
	Gulf countries	1,052	1,576	-523	-33.2
	Socialist countries	856	608	247	40.6

Source: State Institute of Statistics

BY COUNTRY GROUPS

IMPORTS	OECD countries	6,115	5,982	133	2.2
	EC countries	3,893	3,904	-210	-5.4
	Islamic countries	1,845	2,023	-178	-8.8
	Gulf countries	1,400	1,737	-337	-19.4
	Socialist countries	960	778	181	23.3
EXPORTS	OECD countries	4,253	3,883	370	9.5
	EC countries	3,282	2,937	344	11.7
	Islamic countries	1,813	2,395	-582	-24.3
	Gulf countries	1,052	1,576	-523	-33.2
	Socialist countries	856	608	247	40.6

Source: State Institute of Statistics

Profile: President Turgut Ozal

A pragmatic move

SIX YEARS ago, Mr Turgut Ozal emerged triumphantly as the country's civilian Prime Minister after three years of unpopular military rule. On November 9 this year, his ascent to Presidency occurred in a wholly different mood – of widespread electoral unpopularity.

The 62-year-old Mr Ozal took over the single most visible reminder of military rule since General Kenan Evren, who as armed forces chief, ordered the 1980 military coup. President Ozal is the second civilian president of eight in the Turkish republic's 88-year history, breaking with the tradition of military figureheads following the great nationalist leader, Mustafa Kemal Ataturk. He is the only president to be elevated from the premiership.

Although some within the ruling Motherland Party's (ANAP's) higher echelons counselled against it, there were pressing and pragmatic imperatives for the presidential bid. It is probable that he would not win a third term as premier, and concern for his health, after heart-bypass surgery in 1987.

His parliamentary election was tamely predictable, although boycotted by an influential opposition as undemocratic, given ANAP's dismal rating in opinion polls. This poor showing is largely attributable to the Government's failure to curb inflation. Otherwise it was constitutionally unstoppable through a simple majority on the third round of voting in the 450-seat house.

Yet his economic achievements are undeniable. Since 1983, his free-marketeering, structural adjustment policies have fundamentally re-oriented towards the previously closed and broadly command economy prior to 1980.

On the external account, exports have risen steeply – shrilling a bumper current account surplus last year of \$1.5bn with another of around \$1bn likely in 1989. Turkey, as a result, is over the hump in the second half of the decade of foreign debt repayments.

David Barchard

scheduled in the late 1970s and early 1980s.

Major power, transport and other infrastructure schemes have been initiated, epitomised by the opening of the second Bosphorus bridge last year. But the monetary discipline needed to pursue high growth, at a time when external debt service costs were heavy, was breached by the political spending imperatives of an election year in 1987. The economy has never quite recovered since, and inflation spiralled upwards, remaining at 78 per cent in the year to the end of October.

To some extent, he can claim credit for a gradual return to pluralistic democracy, despite rapid economic expansion. This year, however, he was overtaken by popular frustration at high inflation, and a damning rejection in the general election of ANAP in end-March local elections. Contributing to ANAP's downfall was

Mr Ozal is the only president to be elevated from the premiership, says JIM BODGENER

popular distaste for his increasingly autocratic rule surrounded by close family and advisers, which appeared to be taking on Ottoman appurtenances.

President Ozal's appointment of a surprise successor as premier, immediately after his inauguration, did little to assuage fears that ANAP might split along factional lines, although the majority of ANAP members have, after acrimonious criticism, grudgingly accepted Mr Yildirim Akbulut, formerly speaker and a moderate right-winger.

He was clearly chosen as an overarching, yet obedient, solution by the new President, but many knives are still clenched behind his back in the hands of disappointed but stronger figures in the party.

However, it is clear that Ozal has not left the ring altogether, and may even be able to better referee the party from the supposedly apolitical position of presidency.

Glimpses of his plans have emerged in recent interviews. He stressed he would continue to confer every week with his

successor, as he had done with Mr General Evren, and that he was entitled to chair cabinet meetings, under the constitution. He seems to have no intention of relinquishing control of economic policy, particularly the push towards EC full membership.

But he has admitted that among the Government's largest failings is high inflation. Perhaps inflation was the natural result of being forced to telescope into six or seven years development, which had taken 10 years in Europe or the US. Two told the IMF and the World Bank, you should study the Turkish case as a textbook example whose experience developing countries could use.

Although great economic strides had been made during his premiership, the most important had been in political liberalisation, he said, declaring his adherence to the three principles of freedom of thought, religion and conscience, and free enterprise as the democratic way forward for Turkey.

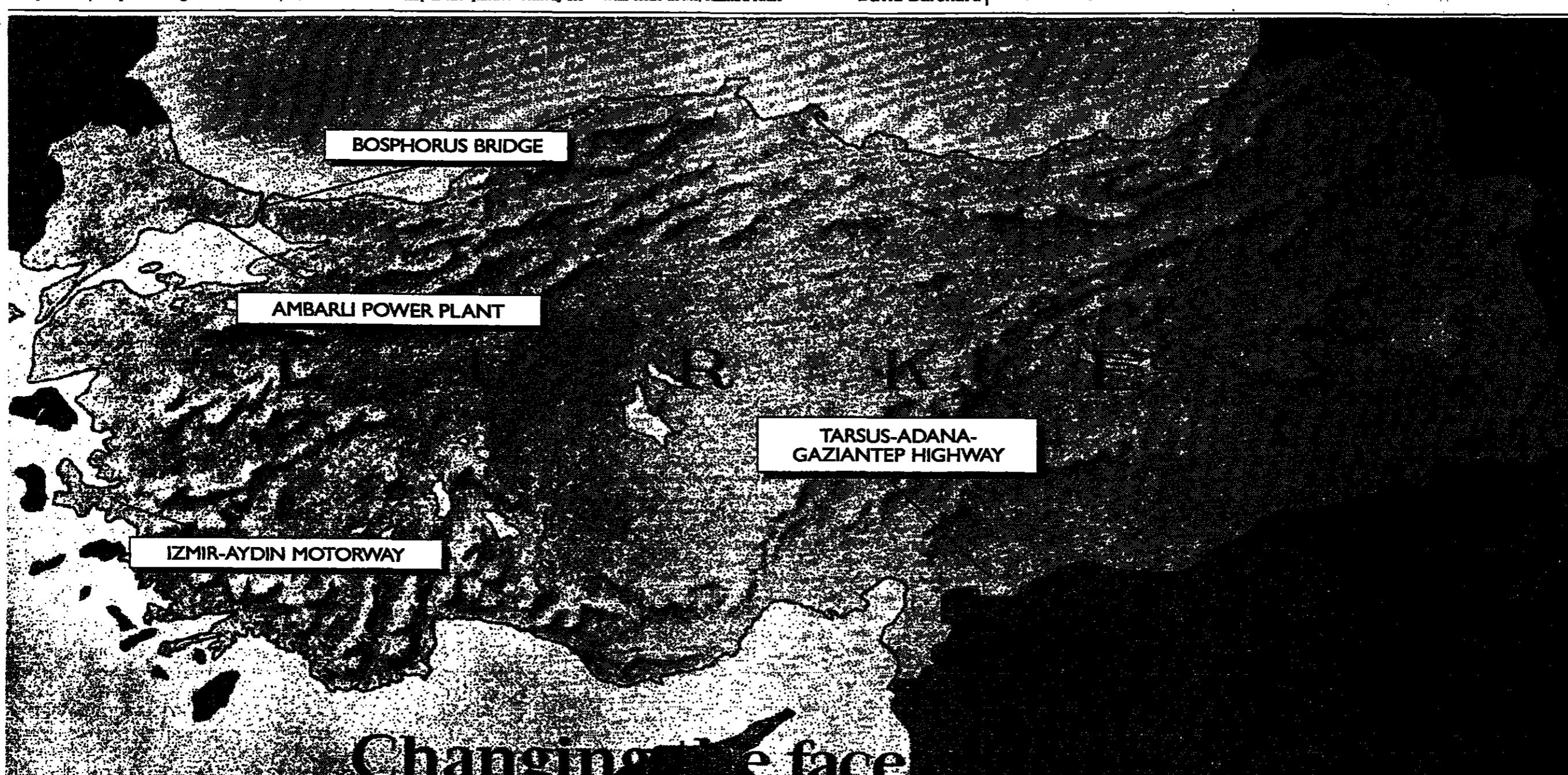
In keeping with utterances prior to the presidential elections, he said the restrictive articles 141, 142 and 163 against communism and religious parties could as a first step be limited to cases involving terrorism or forced propaganda – their withdrawal would otherwise require revamping the whole constitution.

However, changes in a recent Amnesty International report that torture was still practised in Turkey, and that 10 died from it in Turkish prisons last year, were dismissed.

He blamed "circles" in Europe which wanted to affect Amnesty International when the European Commission soon was to produce an opinion on Turkey's full membership application to the Community.

In his inaugural speech, President Ozal talked of establishing a human rights commission in parliament, however. And following his lead, Mr Akbulut in reading his new Government's programme would work for wider freedoms, including reform of restrictive labour laws.

In addition, he pledged it would strive for a more equitable distribution of national income.



TURKISH BANKING AND INDUSTRY 3

Hugh Carnegy discusses foreign debt

Credit rating improved after prudent borrowing



Imported goods on sale in Ankara: Inflation is outstripping this year's public sector wage and salary increases

ECONOMIC OUTLOOK

Inflation rise curbed

INFLATION has been nudging slowly upwards since the spring, reaching 73.3 per cent in the 12 months to the end of October. It has been restrained from more rampant growth by several dampening measures introduced in the summer. Nevertheless, a significant decline seems unlikely in the short term.

Demand management appears to have failed, according to Professor Erdogan Alkin, head of the Economics Department at Istanbul University. Growth has been decelerated without any corresponding fall in inflation.

Part of the problem is the inflationary expectation of industry, especially in the private sector. However, the blame cannot fall entirely on its shoulders; the State Economic Enterprises (SEEs), which produce most of domestic raw industrial materials, have, to some extent, promoted these.

Another round of price increases is expected once the dust has settled from the presidential elections. And the summer measures included making industry's import costs cheaper

by import duty reductions right across the board in the summer and early autumn.

The budget deficit increased to a record TL3.4 trillion (million million) in January-September, 58.8 per cent more than in the same period in 1988. It is not likely the TL4.4 trillion target will be met.

The crux is a burgeoning

over the summer months of the budget deficit since July by around TL2.5 trillion, reflecting annual salary increases to civil servants of an average of around 180 per cent, a temporary increase in interest outflows with payments bunching, and transfers to the state economic enterprises (SEEs).

That has been reflected in a massive increase in the cash deficit, which the government has been forced to cover by internal borrowing. In the first eight months of 1988, compared with January-August 1988, bond issues rose by 224 per cent to TL5.4 trillion, amounting to TL 8.4 trillion net.

The government's public sector borrowing target this year of around 5 per cent of GNP is clearly optimistic, given the

financing needs of state economic enterprises. The treasury agreed with the central bank, in a much vaunted protocol in the summer, to stop receiving advances from the latter. However, it seems that the treasury has been borrowing at a rate, though well within an agreed ceiling of TL3.5 trillion.

To some extent the increase in cash in circulation to a record TL 8.9 trillion has been due to wage and salary handouts to civil servants and workers when the Government back-pedalled in the face of rising union militancy. But, at the same time, it has also been due to purchases of foreign exchange by the central bank, which has reserves that have never been stronger. The money supply increase has not been wholly inflationary, economists point out – it has gone for a large part into bank deposits rather than chasing falling industrial output. However, personnel expenses have more than compensated for cuts in public spending, particularly in the project sector.

The 1989 budget posits a deficit of TL 9.4 trillion, based on

an assumption that tax revenues will increase in real terms by more than 10 per cent compared with 1988. However, howls of protest from industrial lobbies have already forced the government to reconsider draft legislation withdrawing interest relief. Western creditor interests say it might do better to reduce the public sector deficit through better productivity and higher revenues from the SEEs.

Now officials are more optimistic, projecting an expansion in GDP by 1.8 per cent. Despite drought-ravaged agricultural production, it could even work out higher, on the basis of electricity production and an increase in industrial output in the autumn from a transient recovery in demand due to the wage and salary inputs. Next year, taking into account the very low base this year, the target of 5.7 per cent is not so over-optimistic, though there are fears of politically-inspired inflationary growth.

Jim Bodgeman

FOR A country that, less than a decade ago, was one of the first to acquire the stigma of rescheduling its foreign debts, these are times of welcome change for those in charge of managing Turkey's foreign exposure.

A strong balance of payments performance over the last two years, coupled with prudent borrowing policies, have enabled Turkey to reduce overall foreign debt, improve the term mix, diversify the instruments it uses, bring down the prices it pays and broadly improve its credit rating.

Mr Tuncay Altan, External Economic Relations chief in the Prime Ministry's Treasury and Foreign Trade Department, said he was amazed – and pleased – to see Turkey

where between \$500m and \$1bn.

Dr Ercan Kumcu, vice-governor of the Central Bank, argues that this trend represents a structural change in the country's external accounts which should persist. "Expenditures in the current account are almost constant, but receipts are increasing at a steady pace from tourism, workers' remittances, services, external earnings, foreign currency reserves and foreign investment... all depends on the trade balance which has been extraordinarily small for a country fighting inflation."

Backed by the surplus and strong reserves – it holds about \$3bn in foreign currency and \$1.4bn in gold – the Central Bank has been able to reduce the proportion of short-term debt to about 20 per cent of total external dues. These are due to come down below \$35bn in the last quarter of this year from \$37bn at the end of last year.

In

this

year and last, Turkey will have repaid about \$7bn, of which about \$4bn is principal. Similar figures are projected for next year. In line with the policy of borrowing to roll over principal only, and with a sharp cut in project borrowing, the foreign borrowing requirement is down by about one fifth to near \$4bn.

All this has served to improve Turkey's position in international markets considerably. The memory of the bad old days of rescheduling, when the terrible record of the country's external accounts was matched only by the state of its internal politics, has not been dispelled, especially among the European and US banks involved at the time.

But things have certainly changed: "We used to be afraid of going to the Finance Ministry or the Central Bank," says a Western banker in Istanbul: "We were afraid they would ask for a loan. Now we go and offer. Turkey no longer has to beg. It can pick and choose."

One reason is the re-entry last year on the Turkish scene of the Japanese banks, out for the previous five years because of their own tough strictures on lending to re-schedulers.

lack of interest.

There is also satisfaction at the ability Turkey has shown over the past two years to diversify its borrowing, issuing D-mark bonds in West Germany and Eurodollar instruments. Mr Kumcu is keen to tap the yen markets in Tokyo and

It all seems a far cry from the grim times of the early 1980s. But the renewed stirrings of political instability, unpopularity of Mr Turgut Ozal's unpopular move to the Presidency, and the shadow of the deep domestic fiscal imbalances are not neglected by the lending community: "You have got to watch this place 24 hours a day," said a wary US banker.

Hugh Carnegy

EXTERNAL DEBT (\$bn)		
	June 1989	June 1988
Medium and long-term (of which IMF)	28.7 0.132	29.9 0.299
Short term	6.4	7.7
Total	35.2	37.6

*Provisional

Source: State Institute of Statistics

Gross National Product		
	Current prices – Ann change %	
	1989*	1988
GNP	0.2	7.4
GDP	0.1	7.4
Agriculture	-10.0	2.1
Industry	1.5	8.7
Construction	2.6	6.7
Trade	4.5	9.5
Transport/communications	2.2	6.7

*First estimate based on six-month figures

Source: Institute of Statistics

National Budget (January – August [TLbn])		
	1989	1988
Budget deficit	2,511	1,471
Cash deficit	3,754	844
Domestic borrowing (net)	3,402	944
Treasury bills (net)	542	550
Advances and credits	1,578	1,242
Foreign borrowing (net)	-628	-836
Other	-1,301	-1,056
Net error	161	13

INFLATION: Inflation in the 12 months to end of October was 73.3 per cent in consumer prices, and 72.8 per cent

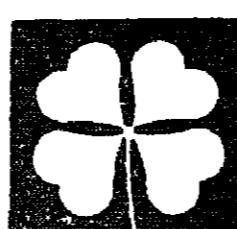
Source: Institute of Statistics

Growing Figures

At Home & Abroad

In 1988, Garanti's share of Turkey's overall hard currency business volume reached an impressive 13%: A significant accomplishment for a decidedly well-established, broad-based bank at home – a fact supported by an increase from 3% to 5% in Garanti's domestic market share in a sector of 65 banks.

These figures reflect the growing confidence our local and international clients have in Garanti Bank – another reason for you to choose Garanti as your trade connection to Turkey.



YOU CAN BANK ON
GARANTI

For further information and a copy of our 1988 Annual Report (with audited financials) together with the 1989 midyear report, please contact:
Mr. Alon Ongor, Executive Vice President,
40 Mere Caddesi, 80060 Taksim-İstanbul/Turkey
Tel: (90-1) 149 35 23 Fax: 24558 gal 0
Mr. İhsan Nehlioglu (London Representative Office)
141-143 Fenlurch St, London EC3M 6BL
Tel: (01) 626 3803 Fax: 8813102 gal 8

TURKISH BANKING AND INDUSTRY 4



Gunes Taner: hands-on control of economic policy

Profile: State Minister Gunes Taner

Man of strong convictions

STATE Minister Mr Gunes Taner clearly brooks little opposition — a characteristic that emerged soon after his appointment in the cabinet reshuffle after the ruling Motherland Party's (Anap) disastrous showing in the March local elections. One of his convictions is that the economy is in the last stages of structural adjustment.

Though appointed only recently to ministerial office, he ranks fairly highly in the hierarchy, and was a founding member of Anap back in 1983. His responsibilities include the treasury, central bank, state banks and privatisation.

Before his election in 1987, he was a vice-chairman of the party for three years, and a political and economic adviser to the premier for two. His credentials also include 11 years with Citibank until his election in 1987 to parliament.

During the recent selection of a prime minister on the election to the presidency of Mr Turgut Ozal, his was among the final short-list of eight names.

"My ultimate goal is to go as high as I can," he says.

He was among the original think-tank drawing up Anap's philosophy. It is a progressive party, believing in free-thinking, free-market oriented trade, and at the same time is nationalist and conservative, seeking to maintain traditional and family values — "that's what I am," says Mr Taner.

His views on the economy are equally forceful. He sees structural adjustment in the economy as broadly completed with the convertibility package introduced on August 9 as one of the final stages, bringing a free foreign exchange market into the country where the rates are determined by market forces.

Prior to that, the establishment of a central bank gold market put paid to disrupting volatility of the lira but tolerated free foreign exchange market called "tahtakale" after a district of Istanbul.

The present equilibrium in the lira's foreign exchange markets will continue, helped by the fact that finally Turkish organisations are being allowed to borrow directly in foreign exchange.

The differential between for-

ign and local interest rates will force the banks to bring down lira lending terms. Then, rising demand for foreign exchange will be balanced by expectations of inflows from exports once made more competitive by lira depreciation.

These oscillations will maintain the foreign exchange equilibrium, says Mr Taner — he does not foresee any devaluation in the near future. On the contrary, the Government sees absolutely no need to intervene.

"If the central bank didn't intervene, in fact the lira would appreciate by around 15 per cent," he says.

On inflation, Mr Taner says the Government looked at the causes after the disaster for the ruling Motherland Party in the local elections, largely because the electorate was fed up with high inflation.

It decided there and then that the state economic enterprises (SEEs) and the treasury would no longer be able to lean on the central bank for funding, while the public sector borrowing requirement this year would be maintained at around 5 per cent.

Spending cuts of up to 30 per

cent were instituted across the board, while all but the highest priority projects such as the massive Ataturk dam and highway were slowed down.

Inflation has come mainly as a result of rapid structural adjustment," says Mr Taner. "As the pieces of the economy fit together and balance, we expect a rapid fall in inflation," he adds.

However, this year several factors have been difficult to control. First, there were industry's inflationary expectations — "about 70 per cent of inflation is generated by the private sector," Mr Taner claims.

Next, the Government had to increase civil servants' and workers' salaries by 103 per cent. And agriculture suffered its worst drought for the past 70 years.

The increase in the budget deficit over the summer, however, was not inflationary, maintains Mr Taner — "it all depends what you're doing with the money — we're buying foreign exchange," he maintains.

Jim Bodenhamer

ISIN CELEBI, the junior of the two ministers responsible for the economy, is the kind of politician who likes to insist he is "a technocrat, not a politician."

But there is no doubting his commitment to the view that Turkey's future lies with a young, educated and modern-looking generation.

Only 38, although he looks older, he says as Turkey moves toward an open market and an open society "the new managers will be young men open to new ideas".

He is thus very much in the Ozal mould. Like the president and former prime minister, his background is in economic administration (he went to the same Istanbul Technical University and worked in the same government department), and he is firmly wedded to Mr Ozal's attempt to take Turkey's economy along the free market road.

Mr Celebi's university training in metallurgical engineering took him to the State Planning Organisation's economic planning department as a technical expert responsible for the iron and steel industry. At the same time he studied economics at Ankara University before joining iron and steel company Metas, where he worked first as an adviser and then as president.

Two years ago he turned to politics, and was elected to parliament for the ruling Motherland party. He represents the Aegean port of Izmir, an industrialised region. He then worked as a senior party manager and served on the Turkey-EC joint parliamentary commission, a body of parliamentarians seeking to foster improved relations between



Isin Celebi: very much in the Ozal mould.

the two.

In April this year he was appointed minister of state responsible for the State Planning Organisation, which has a wide remit to guide the economy as well as state industries, and head of the Money and Credit Commission. He and Mr Gunes Taner replaced the brother of the president, Mr Yusuf Bozkurt Ozal, in the wake of the Motherland party's

resounding defeat in the March municipal elections. This month's cabinet reshuffle saw Mr Celebi retain both his post and the task of tackling Turkey's economic problems. He sees two crucial difficulties: lack of investment and low productivity. The solution seems to be creating a more market-oriented economy and encouraging openness for foreign investment.

Tony Huckle

The pathway to full convertibility of the Turkish lira

A long and difficult road

THE TURKISH authorities have an ambitious long-term aim: to establish the full convertibility of the Turkish lira. They see it clearly in the context in which all the reforms and restructuring of the economy in recent years have been aimed at the internal and external liberalisation that will induce market-led growth and closer integration with the European Community.

It is a long road to travel for a currency with such a small stock of credibility, undermined by years of restrictions, controls, local market distortions and, of course, inflation. But the path has been set and this year has seen the introduction of a number of measures intended by the Government as a significant step in the direction of convertibility.

These measures, many of them part of a package produced in August, include:

- Allowing Turks to buy on demand up to \$3,000 from banks, a threefold increase;
- Lifting restrictions on the import of gold and other precious metals (there is very heavy demand for gold in Turkey, mainly as a personal savings investment);
- Allowing banks to buy and sell foreign exchange on credit;
- Allowing exporters greater freedom to utilise their foreign exchange earnings;
- Allowing foreign investment in Turkish securities, with guaranteed repatriation of proceeds, and allowing Turks to invest capital abroad up to \$25m, including investments in the main international stock markets.

The timing of the introduction of what was, certainly by the standards of not many years ago, a radical set of liberalising measures appears to have been well chosen by the Government.

This year, the steep depreciation of the TL, at least in line with inflation which had previously been the typical pattern, slowed markedly and the TL strengthened relatively against the big currencies. The differential between the domestic inflation rate and the rate of depreciation this year has been around 40 per cent.

At the same time there has been an impressive accumulation of foreign currency in the system. Between then, the commercial banks and the Central Bank had this autumn holding around \$6bn in foreign currency, with the Central Bank adding a further \$1.4bn-worth of gold.

The reason for this flush of foreign exchange lies in several factors. This year the lack of growth has cut the flow of imports and hence demand for foreign currency to finance them. Tourism receipts and remittances by Turkish workers overseas have been strong.

The result has been a sharp decline in demand for foreign currency, reinforced by the perception of a relatively stronger TL in which it is still possible to get good returns on deposits.

Such is the situation that the liberalising measures caused barely a ripple in the system. Indeed, the Central Bank says it has had to intervene in the

local currency.

"Outsiders are still suspicious about how sustainable this whole thing is," says Mr Ercan Kuman, vice-governor of the Central Bank. "That is our task now. To convince them that it is and that where we want to go is attainable — the Turkish lira as a means of exchange in international markets."

Hugh Carnegy

A proven track record with leading international companies in investment and acquisitions, market research, and distribution strategy.

Over 100 projects carried out in the past four years. 55% of 1988 work was for previous clients.

I B S
International Business Services A.S.

Please contact: David Tonge or Ahmet Olgun
Abdi İpekçi Cadde 39/4, Maçka, Istanbul Tel: 311 0481 Fax: 311 6614 Telex: 26789

What is the best way to protect your investment in Turkey?

Not through government support. Not through tax breaks or repatriation of profits. But through an invisible partner, a financial stronghold that will support you whenever you need help.

We are talking about the insurance company which insured all of Turkey's major iron and steel works, important power plants, part of the Southeast Anatolian Project, Turkey's biggest investment ever. Major tourism projects. All the mobile broadcasting equipment of Turkey's national TV company. The first Bosphorus Bridge, the fourth longest suspension bridge in the world... The list goes on but the point of concern to you is this:

Why is it Basak Sigorta that has done all this?

One. Our thorough understanding of our client's business, whatever the industry is and our competence in risk management, especially when it comes to multi-million dollar projects.

Two. Our financial power. Which means, for our clients, the absolute guarantee of fast payment whatever the loss is, in fact we are known for compensating the biggest losses in a single payment.

Call Mr. Enver İrde, Business Development Group Head, Istanbul, Turkey. Tel: 90 (1) 131 80 00 and arrange a meeting to discuss how we can help make your investment in Turkey risk and loss free.

BASAK SIGORTA

BASAK INSURANCE INC. IS A SUBSIDIARY OF T.C. ZIRAAT BANKASI

This announcement appears as a matter of record only

October 1989



PAMUKBANK T.A.S.

**U.S. \$ 50,000,000
Export Finance Facility**

Arranging Lead Managers

**The Fuji Bank, Limited The Gulf Bank K.S.C.
(Kuwait)**

**The Sanwa Bank, Limited The Taiyo Kobe Bank, Limited
The Tokai Bank, Limited**

Co-Lead Managers

**Banco Fonsecas & Burnay The Bank of Nova Scotia
(International Banking Facility)**

The Daiwa Bank, Limited The Kyowa Bank, Ltd.

Union de Banques à Paris

Managers

National Westminster Bank Group PLC

Föreningsbankernas Bank ASLK - CGER Bank The Joyo Bank Limited

**Gotabanken
(London Branch)**

Raiffeisen Zentralbank Oesterreich A.G. Bikuben

Participants

Bahrain Middle East Bank (E.C.) Commonwealth Bank of Australia

Copenhagen Handelsbank A/S The Fukutoku Bank, Ltd.

Agent

Sanwa Bank

TURKISH BANKING AND INDUSTRY 5

Bank profile: Is Bankasi

Deeply embedded in Turkish history and society

"Is" so Is Bankasi likes to tell the world, is Turkish for business. By Turkish standards, Is Bankasi is about as big as business can get. With total assets of TL2,506bn (US\$236bn), its balance sheet is exceeded only by Ziraat, the state-owned bank used to fund the agricultural sector.

Its banking operations do not tell the whole story. It also owns an industrial empire which far outstrips either Koc or Sabanci, the two giant conglomerates of the Turkish private sector. At the end of 1988 Is Bankasi held 40.1% in 113 companies with a total capital investment of TL371.bn. Turkey's sizeable glass industry belongs almost entirely to Is. It also plays a leading role in cement, metal products, metallurgy, the motor industry, textiles, chemicals, plastics, food, and tourism, as well as having several more conventional offshoots in the financial services sector.

Is Bankasi is similarly deeply embedded in Turkish history and society. It was established on Ataturk's orders in the 1920s by Celal Bayar (who later went on to be successively president and prime minister before dying aged 104 two years ago). Its institutional culture was established in the 1930s and until recently has changed only slowly.

Even the bank's ownership is baffling to the outside world and as a result foreign bankers in Istanbul sometimes label Is as a self-perpetuating management. Shareholders' equity of TL300.bn is divided between the bank's own pension fund which owns 38 per cent, the President of the Republic's 28.3 per cent (these shares go back to Ataturk himself), the Finance Ministry's 12 per cent, and 23 per cent owned by 25,000 individuals.

Despite the 40 per cent owned by the state, Is has been in existence for many years that it is a private sector institution and not a state bank. Its 11-member board of directors, however, is a roll call of the Turkish establishment, including several ex-ministers, a uni-



Mr. Umut Korukcu, chief executive of Is Bankasi.

relatively small in both years: TL355.bn in 1987 and TL78.5.bn in 1988.

Senior officials at the bank claim in private that non-performing loans are now down to around 3.5 per cent of the bank's total loan book. If so, this is something of an achievement. Is was badly hit by the main industrial failures in Turkey in the 1980s - "old banks suffer because of their old customers," sighs a senior Is Bankasi official. "Very small institutions are much easier to run."

It would probably be wrong to make too much of these figures. Certainly Is Bankasi's rivals in the Turkish banking sector are slow to point accusing fingers. Over the past few years, there may have been some commercial misjudgements amid a turbulent environment, but Is Bankasi is a major national institution traversing difficult ground in a period of change. The signals it has put out in the past few years indicate unmistakably that it is committed to change.

Indeed, in several ways Is has been a self-conscious agent of transformation in the Turkish banking sector. It has been among the prime movers in

several fairly meagre return on total assets of around 1.7 per cent.

Nevertheless it is difficult to read Is Bankasi's 1988 profit and loss account without certain figures striking the eye. A profit of \$7.5m on foreign exchange operations in 1987 becomes a loss of \$6.7m in 1988. A loss of TL209.336.bn in 1987 grew to TL278.110m in 1988. Bad debts, however, are in

Turkish bankers agree that 1989 has been a weird year,

says David Barchard

An over-stocked market

A FOREIGN CURRENCY famine in January drove commissions on foreign exchange operations up to nearly 30 per cent. Less than five months later, demand for foreign currency was so slack that, for the first time since 1980, the lira stopped depreciating against other currencies.

The present year has also been one in which positive interest rates, one of the original policy goals of Mr Ozal, have been quietly abandoned. In October last year, one-year interest rates to savers soared to 80 and even 85 per cent, to keep pace with inflation.

When the holders of the one-year deposits came to reclaim their funds in October this year, inflation was still around the 70 per cent mark, but interest rates were nearly 10 percentage points lower. The banks shuddered inwardly as the one anniversary date approached.

Approaching lowered depositors, perhaps because yields on foreign currency deposits now seemed to be languishing, did not migrate en masse from the banks. As a result, the banks now look forward to what they hope will be a more profitable commercial environment, with less pressure on their margins over the next few months.

"It was not realistic to try and chase inflation with 85 per cent interest rates. It was a big mistake, especially in a market where banks can make use of only 56 per cent of their deposits," says one Ankara banker.

His remarks point up some of the long-standing paradoxes of Turkish banking. There are 80 banks in the country, but only a few of them have extensive branch networks to collect deposits. They are: Akbank

(617 branches); Ziraat Bankasi, the state agricultural credit bank (1,231); Turkiye Is Bankasi (941); Halk Bankasi, a state bank which supplies credit to small businesses (660); Yapi ve Kredi Bankasi (585); Turk Ticaret Bankasi (409 branches); and Garanti Bankasi (24).

These are the major players in an over-stocked market, in which the easiest way to make a profit is to set up a one-branch operation in Istanbul.

Most banks have plenty of wounds to lick. They now operate within an increasingly stringent regulatory environment.

specialising in trade finance operations. Between them, the banks had a total lending book of TL29,765.bn (about \$2.2bn) at the end of August, up from TL26,818.bn in July earlier, against total deposits of TL32,385.bn, up from TL15,242.bn a year earlier.

With inflation at an annual rate of around 70 per cent and rates to borrowers still well over 100 per cent net, it is not surprising that the savings side of the banks' business is growing faster than their lending.

However, their problems do not arise solely from inflation, but also from treasury and central bank requirements, which mean that nearly 44 out of every TL100 deposited with them cannot be utilised for making money.

"With demand for loans very low, because of the high cost of funds and the slowdown in

almost all types of industrial activity, life is not easy," says a regretful Mr Erol Barchard, deputy chairman of Akbank, the flagship of the Sabanci Group. Akbank led the sector last year, as it has done for most of the decade, with profits of TL306.bn on assets of TL5,001.bn.

However, smaller specialist banks, without deposit bases, claim to be able to make a much higher return on their assets. Mr Sabanci keeps ahead of his rivals among the larger banks by much tighter control over costs; more cautious accounting and lending policies; and a distinctly sceptical approach to changes in the market, which require expensive investments.

Most other large banks have plenty of wounds to lick. However, they now operate within an increasingly stringent regulatory environment.

The plan, like most innovations in the Turkish financial sector in the 1980s, seems to have been designed by the World Bank, which reportedly linked the proposals to a recommended restructuring programme.

A \$200m financial-sector adjustment loan seems to have been tied to Turkey's willingness to go through with the proposals. An expanded deposit insurance agency (there is already some deposit insurance in Turkey) is one of the crucial threads in the proposals, though it also comes as part of a package, including new capital adequacy rules. As used in Turkey, an American model is envisaged - in this case the Federal Deposit Insurance Corporation (FDIC) - though with additional powers.

One of the obvious risks in a Turkish deposit scheme is that owners of failing banks, who, in the past, have usually waited for the state to bail them out, might be emboldened by a deposit insurance scheme into making unwise loans.

Not surprisingly, some Turkish bankers are already asking themselves how the scheme will be paid for and whether - like similar ideas in other countries - it may not end up punishing the virtuous and protecting the imprudent from the consequences of their mistakes.

TURKEY'S TOP BANKS: 1988 (\$bn)

	Capital	Capital/assets ratio (%)	Profits	Assets
1 Akbank, Istanbul	454	16.5	186	2,756
2 Turkiye Is Bankasi, Ankara	344	7.4	80	4,828
3 T.C. Ziraat Bankasi, Ankara	322	4.5	95	7,191
4 Yapi ve Kredi, Istanbul	170	6.1	65	2,774
5 Turkiye Emlek, Istanbul	143	4.3	33	3,292
6 Turkiye Halk, Ankara	116	7.1	na	1,834
7 Turkiye Vakiflar, Ankara	94	5.4	98	1,749

Source: The Banker

ASSOCIATIONS OF ISTANBUL TEXTILE AND APPAREL EXPORTERS

With more than 7000 member firms and 4 associations under its body, the Associations of Istanbul Textile and Apparel Exporters have an outstanding role to play representing 80 percent of Turkey's manufacturers and exporters of yarn, fabric, ready made garments, leather products and carpets.

Acting as the voice of a dominant sector in Turkish economy, the Association mainly fulfills those activities:

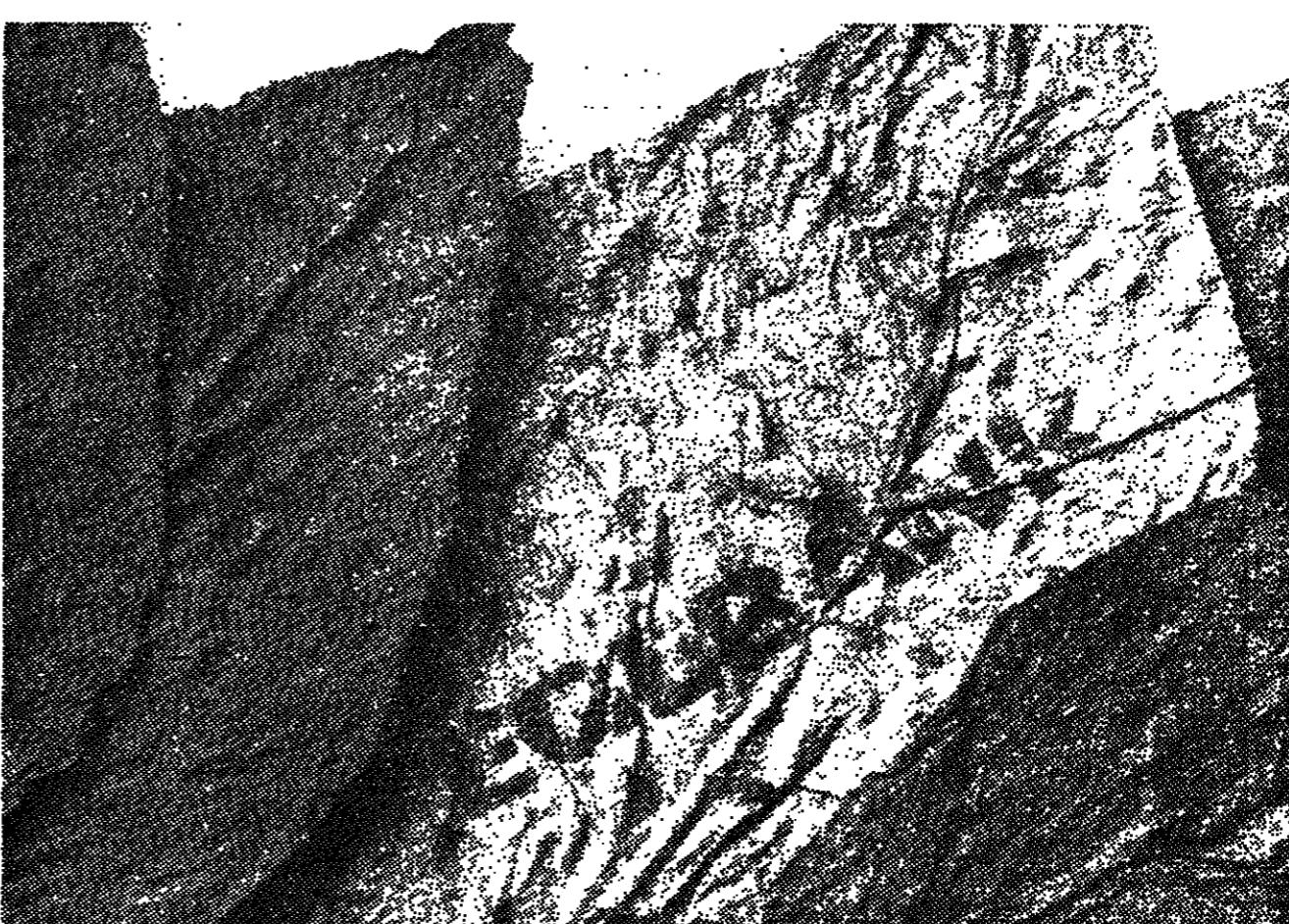
- Controls and coordinates all the legal and documentary works of exports including the control and distribution of quotas.
- Provides and conducts educative and informative studies on all aspects of international trade.
- Organizes and participates in international fairs and exhibitions in order to introduce Turkish textile, apparel, leather and carpet products to World markets. The 1990 program is as follows:

- Paris Pret
- New York Pret
- Stockholm Modemassan
- Motexha/Chidexpo
- London Fabrex
- Hong Kong, Leather
- Semain Internationale du Cuir, Paris
- Birmingham
- And also organizes other activities to present the Turkish sector to the international market such as;

"IMAGE '90 - Turkish Textile & Apparel Conference" which will be held in Istanbul on 15-19 February 1990.

If you have any questions, please do not hesitate to contact us at our headquarters;

Address : Altan Erbulak Sok. Maya Han 10/1
Gayrettepe/ISTANBUL/TURKEY
Telex : 25955 11m tr
Telex : (18) 938017 iti tr - (18) 938250 tcbx tr
Tel : 174 30 30 (10 lines)
Fax : 174 30 40 - 174 48 58



Go for Expertise, Go for Egebank

In international trade finance it took Egebank more than sixty years to carve out a commendable market niche in the Aegean Region of Turkey.

What does 60 years experience in international trade finance mean?

What does excellent service and reliability to gauge business potentials in a rapidly developing market mean?

The answer to these questions is expertise and Egebank means expertise to those seeking access to attractive markets.

Egebank is happy and proud to share the business potentialities of this burgeoning market with 367 correspondents in 78 countries and in five continents.

Go for Expertise, Go for Egebank

Please call or contact:
Mr. Mustafa Aydin
Assistant General Manager, Marketing
Phone: (18) 25 87 91
Telex: 51 602 egep tr
51 457 egep tr
51 334 egep tr
51 333 egep tr
Fax: (18) 19 45 02/25 70 14

Mrs. Huseyin Aydin
Manager, Far East
Phone: (18) 14 01 29
Telex: 53 062 egep tr
53 063 egep tr
53 224 egep tr
53 223 egep tr
Fax: (18) 15 48 02/25 70 14

Mrs. Figen Duran
Officer, Overseas Relationships
Phone: (18) 14 62 39
Telex: 53 067 egep tr
53 068 egep tr
53 234 egep tr
53 233 egep tr
Fax: (18) 15 48 02/25 70 14

Head Office
Cumhuriyet Bul. 67
35214 Izmir/TURKEY
Tel: (18) 15 48 02/25 70 14
Telex: 51 602 egep tr
51 457 egep tr
51 333 egep tr
Fax: (18) 19 45 02/25 70 14

EGBANK
Of Turkey

STATE BANKS

Still signs of serious deficiencies

STATE banks in Turkey used to be synonymous with crippled portfolios of bad debts, tangled balance sheets and political complications. Since the mid-1980s, that image has sloughed off to some extent, but serious deficiencies remain – particularly in non-performing loans.

State banks are not being restructured, says Mr Gunes Taner, their responsible State Minister. Rather, better management systems are being introduced, in their loan portfolios, foreign exchange dealing, operating expenses, problem loan liability and marketing.

The eight commercial state banks still account for more than 50 per cent of the business volume in the Turkish banking industry, as of June this year extending TL1.5 trillion (million million) out of the total TL3.6 trillion in credits. Of around 60 institutions, however, they accounted for TL1.6 trillion out of the total TL2.4 trillion in non-performing loans in the banking system.

The scale of the bad debt problem has been transparent since a May 1988 decree enforcing adequate provisions – this year until July, total provisions for the public sector amounted to TL920bn as opposed to TL1.3 trillion for the private sector.

Most of the state banks' problems have come from non-cash credits, in the shape of commitments or guarantees for rescue operations or otherwise. Non-cash credits carry only small commissions, so default has negatively affected assets, too.

The problem in the past with state banks has basically been the misuse of resources – "This country has unbelievable resources," says a private sector banker. "And the state banks are one of the major channels putting them into use."

In the past, the state banks were manipulated unabashedly by politicians to their own ends – bailing out ailing state companies and other banks, and financing unviable develop-

ments.

What is lacking in Emlek,

observers feel, is integrated planning, both in the purchase of its land holdings, and in its structure. For example, McKinsey Consultants recommended two years ago that Emlek be restructured into a central holding company with satellite real estate, retail banking, and corporate banking operations.

Nothing concrete has been done about that plan. The problem lies in the relevant state ministry and the treasury

TURK EXIMBANK,
EXPORT CREDIT BANK OF TURKEYUS \$ 150,000,000
Export Finance Facility

We have underwritten and arranged the facility.

TURKIYE VAKIF BANKASI T.A.O.

US \$ 50,000,000

Pre-export Financing Facility

We acted as the arranger
and agent for the transaction.

CIMENTS FRANCAIS
has acquired controlling interest
in the following corporations:

• ANKARA CIMENTO SANAYI T.A.S.
• AYDIN CIMENTO SANAYI T.A.S.
• BALKAN CIMENTO SANAYI T.A.S.
• PIRAMISAN CIMENTO SANAYI T.A.S.
• SOKU CIMENTO SANAYI T.A.S.

We acted as financial advisor and assisted
Ciments Francais in the negotiations.

- Mergers and Acquisitions Advisory
- Foreign Investment Advisory
- Structured Trade Finance
- External Funds Raising
- Exposure Management

CITICORP CITIBANK

Abdi İpekçi Caddesi No:65 Maçka İstanbul 30212 Tel: (90-1) 141 43 00 Fax: 26277 CITI



□ Above: headquarters of
Emlek (left) and Halkbank
(top right), in Ankara.

Turkey's eight commercial state banks account for more than 50 per cent of the business volume in the country's banking industry.

□ Right: Mr Coskun Ulusoy, the quietly determined general manager of Ziraat Bankasi, the large agricultural bank, which will show a good profit this year.



in Ankara, not in Emlek's management, according to this account. Yet the mood in the capital is now hostile towards mergers, once proclaimed along with privatisation as a panacea for the state banks by Emlek Bankasi's former head, Mr Bulent Semler. "I am not a believer in merging," says Mr Taner. "Mergers always have inherent problems."

An overhaul has also been under way at Ziraat Bankasi (Agricultural Bank - Turkey's biggest institution) driven by the quiet determination of its general manager, Mr Coskun Ulusoy, appointed two years ago. By concentrating on the bank's proper lending activities – to agriculture – and thorough rationalisation, Ziraat will still be able to show a good profit this year.

Not surfacing in the accounts is that 100 per cent provisions of around TL500bn (\$250m) were made against bad debts in 1988. "But we don't worry about that," says Mr Ulusoy, "we are still the second most profitable

bank in Turkey," says Mr Ulusoy. The bank's deposit base had grown since August – admittedly in harvest time – to total TL1.1 trillion (\$5.6bn) in October.

Among Ziraat's accomplishments has been its drive for financial autonomy – this year, for example, the treasury was persuaded to repay all its outstanding debts totalling TL700bn. It has also started to shed its 97 subsidiary companies, many of which are loss-making and non-agricultural, by handing over ownership to the Mass Housing and Public Participation Administration. It will keep only an insurance company, which will then be devoted to agriculture.

Due regard to Ziraat's achievement has come from the international markets. At the end of June, it was able to raise a \$140m floating rate note (FRN), the first credit it had sought externally without a guarantee from the Republic of Turkey – and this by facsimile, almost unheard of previ-

ously for the country. And in October it went on to secure a \$250m loan from the World Bank to be complemented by the same amount from the Overseas Economic Co-operation Fund of Japan.

In October, the bank was able to reveal a number of new projects to the markets. These included a pilot scheme of six banking schools, a 0.999 pure gold coin on the model of the Krugerrand, farmers' credit cards, Visa and mastercards, automated teller machines (ATMs), special deposit paying in centres, a dealing room and personalised bankers services for high volume customers. It is also extending consulting services to its counterparts in Egypt and Nigeria.

Clearly, many lessons can be learned from Ziraat. Perhaps the most instructive is that solid progress in the Turkish context is best achieved by dogged persistence rather than flamboyant showmanship.

Jim Bodgeman

David Barchard on capital adequacy in banking

Aiming to meet world standards

AFTER a decade of reforms in the banking sector, the spotlight is finally focussing on the industry's underlying problem: capital adequacy.

This is a natural outcome of earlier changes in the sector. For several years standard reporting procedures have been in place for Turkish banks. Last year even the giants of the industry were finally prodded into accepting external auditing.

Though only two banks out of the total of 60 reported losses last year, nowadays it is fairly easy to understand the trading position of individual banks. But most, though not all, annual reports from Turkish banks omit the details. Western shareholders tend to look up first the ratios showing their capital strength and their operating efficiency.

Capital strength is a sensitive topic among many Turkish banks. Seven years ago, when the Treasury imposed capital adequacy requirements for the first time in Turkey, some banks struggled for more than two years before they could reach the targets laid down.

Even so the sector lags far behind international banking norms and much of the new capital coming into the sector has gone not to existing banks but to new enterprises.

"One of the reasons why the Central Bank has been so willing to encourage newcomers, both local and foreign to set up, is that this is one of the least painful ways to bring additional capital into the sector," says a foreign banker in Istanbul.

Until last year, capital adequacy issues in Turkish banking were on a backburner as the Central Bank and the Treasury proceeded with the gradual overhaul of a banking sector which had many more urgent problems, including the establishment of a modern supervisory framework and interbank markets.

That phase is largely over.

Turkish banking is now confronted by a much more ticklish issue: how quickly can capital adequacy levels be brought up to the minimum international standards laid down by the Cook Committee?

And how can it be done? Many Turkish banks fall so far short of the BIS standards that bringing them into line is a daunting task.

Many banks tie up their equity in participation stakes

or participations owned by the banks were acquired by them during buy-out operations and are really not worth very much."

It was to cope with this situation, that late last month the Treasury issued a long-awaited Communiqué on Capital Adequacy, laying down targets for the years between 1989 and 1992. By the end of this year all Turkish banks must have a risk/asset ratio along BIS lines of 5.5 per cent. This is 2.4 per cent below the internationally agreed minimum laid down by BIS. Even so the Treasury believes that 17 banks are below the new minimum.

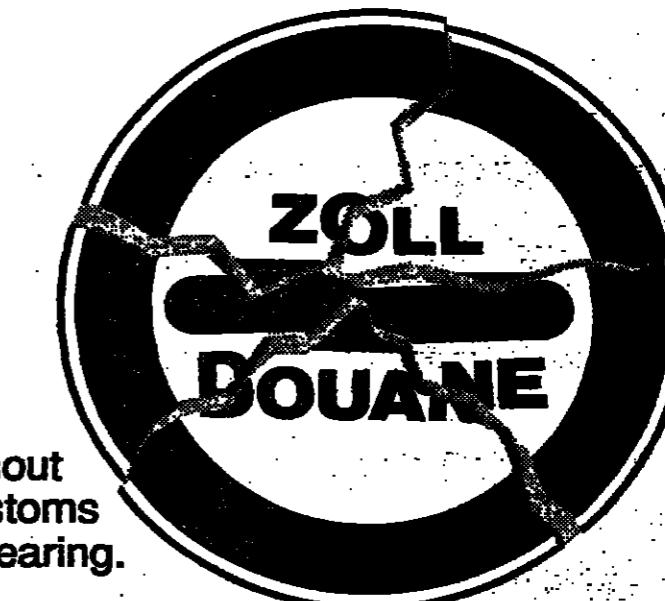
"We are going to put pressure on the banks to increase their capital. It is essential that they have a genuinely strong financial capability," says one Treasury official. "This is all part of a process in which Turkish banking is becoming steadily more integrated in the Western banking system as a whole, especially as Europe moves towards the Single Market."

So the minimum for the risk/assets ratios of Turkish banks will rise to 6 per cent at the end of next year, and to 7 per cent and 8 per cent respectively in the two following years.

The squeeze is also being put on the banks from other angles. Their ability to revalue their fixed assets against inflation is to be cut by annual stages until 1994 and their financial participations will be set against their capital. The new system will take into account the difference between the current market value of their stakes and their net book value.

With the writing on the wall, attitudes among the bankers towards their subsidiaries are changing rapidly. In Istanbul this summer has sold 40 per cent stakes in two of its subsidiaries and is believed to be considering further sales.

Other banks are stepping up sales of real estate. For several years now, several banks have used property sales as a way of bolstering their balance sheets and disguising operating losses.



A world without
borders or customs
is appearing.

But local characteristics are not
disappearing, neither social
nor commercial.

If you are doing or planning to do
business in Turkey,
meet an expert bank
with its 62 years of experience
and thorough knowledge of its locality.

ESBANK

HEAD OFFICE
Tepedeli, Mecidiyeköy Caddesi 141, 30050 Istanbul, Turkey
Tel: (90-1) 151 72 70 (19 Lines) Fax: (90-1) 143 23 96, 149 40 94, 151 77 75
Telex: 25558 esbn tr, 25381 esbn tr

TURKISH BANKING AND INDUSTRY 7

A modest high-flyer



Ercan Kumcu, deputy governor of the central bank.

LIKE many of the young men brought in to staff higher echelons in the state financial sector, Mr Ercan Kumcu returned from US academia in 1985 to assist in turning state finances around. In November 1988, he was appointed to his present post. At 34, he is a modest high-flyer, writes Jim Dodge.

"Things look very good for inflation as far as the central bank's balance sheet is concerned," says Mr Kumcu. "It has all the ingredients necessary to fight it. Our problem now is breaking public expectations of inflation, which most generates it."

The balance sheet is looking as good this year as it ever has. Credit to the public sector is minimal — the Treasury is a net payer to the central bank, rather than a drain. The increase in the central bank's assets comes rather from a net

increase in foreign assets this year (to November 10) of TL4.3 bn, or around \$2bn-2.1bn.

On the other hand, in net domestic assets of public and private-sector banking, the interest is only around 12.7 per cent. As a result, the 38 per cent increase is a lot less than inflation this year (to end-October) of around 78 per cent.

"So we're basically printing more money, backed by foreign exchange," says Mr Kumcu.

Because of the slowdown in the rate of increase in the balance sheet, the less-liquid portion of the balance sheet is flowing into the more-liquid portion, or reserve money, the part which has the power to create money in the economy through the money-multiplier. Looking at the foreign assets increase, and lending to the public and private sectors, the central bank has much better restraint over credit expansion to the banking sector.

"Next year, we're going to be in even better shape, because

of our power to control our money stock," says Mr Kumcu.

On the other hand, it is very difficult to control currency in circulation, which has increased rapidly this year, he says. Far better to attempt to control it in the context of either reserve money, or the central bank's money stock.

The central bank has least influence on the public sector borrowing requirement (PSBR), because by law, it cannot refuse public sector borrowing demands. This year, credits are at a minus-10 per cent to the treasury, and negative by 50 per cent to state economic enterprises. "So the Treasury's behaviour as far as the central bank goes is simply superb," says Mr Kumcu.

PSBR is very important, he admits — but underlying that, is the Treasury's ability to choose for its borrowing between the central bank and the markets. This year, encouragingly, it has been able to go to the latter.

ket's characteristic volatility, with interest rates, for example, fluctuating wildly. Skilled operators — and foreign banks have, up to now, tended to have an edge on skill over their local rivals — can take advantage of short-term gaps. "If you are fast on your feet, you can make a lot of money before margins narrow again," says a middle-eastern banker.

Last year, everybody was

able to cash in on huge premiums opened up by a strong demand for foreign currency, which made 1988 highly profitable.

This year, a stronger lira, a slowdown in demand for import finance and a relaxation of foreign exchange controls have closed that window.

But a recent decline in interest rates has perked up business in an otherwise flat year, when demand generally in the economy has been depressed.

For the future, the foreign banks see increased opportunities in fee-generating areas, such as privatisation issues (something that some have already taken advantage of) and mergers and acquisitions, as foreign investment increases and local business prepares to cope with the approaching single market within the EC. Significant liberalisation this year has also opened the way for two-way flows, in and out of Turkey, in the securities markets.

Hugh Carnegie

revalue their original capital input at current exchange rates, was turned down. "We were virtually told to re-capitalise," said one banker.

Another recent bone of contention is the introduction of a 10 per cent withholding tax on interbank deals. As the interbank market is the main source of funds for the foreign banks, which do not have the big deposit base of their local competitors, they are particularly pained by the tax. The central bank is also unhappy, but the Treasury has refused to back off, even though it is reckoned that the measure will only raise a paltry TL20bn a year.

Despite these issues — and despite Turkey's being, in the words of another foreigner in Istanbul, "insanely over-banked" — foreign bankers admit with a grin that they do make good money. Their staple has been in extending trade finance and working capital to big Turkish corporations and multinationals operating locally, as well as playing the local money markets.

Bankers say opportunities frequently arise from the market.



Istanbul's minuscule exchange bounced back from the doldrums last year — but will foreign investors take the boom further?

Istanbul Stock Exchange

Big rise in volume

AFTER two years in the doldrums, with trading

depressed and price-rises negligible, Istanbul's tiny stock exchange soared this autumn.

In September, the index

reached almost five times the level of a couple of months earlier, and was more than 50 per cent above the previous high of August 1987. More important, for a new market struggling to reach a viable level of activity, volume was up dramatically at TL30m a day, compared with only TL300m earlier this year.

This heady rise was sparked off by a decision in August to open the market to foreign investment. Foreign investors were permitted to repatriate profits from share-dealing, and no longer needed permission to buy shares in Turkish companies, provided they did not gain management control.

Investors specialising in emerging markets decided this was the time to strike, and foreigners are now thought to account for about 15 per cent of the market.

At the same time, several local factors came into play, not least an expectation that the market would rise with an influx of foreign cash. Further,

the yield on bank deposits fell to below the rate of inflation, as did that on commercial paper; and the stock-market began to be seen as the one instrument capable of beating inflation, now running at about 65 per cent a year.

With both foreign and Turkish investors seeing stocks as undervalued, the release of

institutions investing," says Mr Melih Sensoy, assistant general manager of the stock market. "When that changes, you will really see an explosion in the market. I believe the tax law will change, but when you cannot tell."

It is hardly surprising then that, of 30 mutual funds or unit trusts in Turkey, only one is in equities. Equally unsurprising, this one fund is this year's top performer — showing a 184 per cent rise, and prompting others to consider adding some equities to their portfolios.

Hitherto, mutual funds have fought shy of the Istanbul exchange. They fear that the volatility of a market where prices can rise and fall by 10 per cent a day will frighten off an unsophisticated public, used to seeing a steady but dull return on their money.

Education of the public is seen as a key to the stimulation of investor interest. Brokers complain that clients know little about the workings of a stock-market, sometimes confusing bonds with equities, and usually looking very short term. The answer, many feel, is a regular television programme on the stock-market, but this has yet to materialise.

If investors have yet to learn about the stock-market, this is even more true of businessmen. Most Turkish companies are family-owned, and only a tiny proportion of their equity is publicly-traded. Of the 50 companies whose shares are traded on the senior exchange,

Continued on Page 8

More foreign banking institutions in Turkey

Profitable opportunities

THERE WAS a time, a few years ago, when a round of visits to the foreign banks in Istanbul could be accommodated comfortably in a day — with plenty of time left over for a leisurely lunch, watching huge Soviet freighters steam up the Bosphorus, or a visit to one of the city's evocative Ottoman treasures.

Today, there are 25 foreign institutions operating in Turkey, their presence in itself a mark of how things have changed in the financial sector under the liberal economic policies of Mr Turgut Ozal, Prime Minister from late 1983 until his recent step up to the Presidency.

Foreign banks now make up more than one-third of the total number of banks in Turkey — although their share of the market is still only about 3 per cent. Many prominent American and European names are there — among them Manufacturers Hanover, Bankers Trust, Citibank, Chase Manhattan, Standard Chartered and (soon) Midland Bank — as well as smaller outfits, particularly from around the Middle East. They have come because of

the opportunities to make money offered by the opening up of the Turkish economy — some of them have been very profitable indeed — coupled with the judgment that the restoration of political order after the 1980 military coup, which in turn spawned Mr Ozal's government, was likely to be long-lived. There is some renewed nervousness on this last point following Mr Ozal's bitterly opposed shift to the Presidency.

"My biggest concern," says a foreign banker in Istanbul, "is whether [Mr Ozal's ruling Motherland party] will stay together and, if not, what will be the fall-out. Economic and political issues are so intertwined in this market that economic stability is directly reliant on political stability."

However, most foreign banks seem happy enough that the broad economic path established in this decade will continue to be followed despite political ructions in Ankara, and their chief day-to-day worries concern the vagaries of the market they work in and the regulatory conditions that apply to them.

To take the latter first, there is a long-standing grouse among the foreign banks that they operate on an uneven playing-field. The chief cause of irritation is the lending limits they face because of the capital provisions they must comply with. A bank's loan book in Turkey cannot be more than double its own funds. It cannot lend more than 10 per cent of its equity to one company, or more than 25 per cent in one transaction.

These provisions are meant as a default protection. But as foreign bank branches have a relatively small capital base — and local laws do not take into account the guarantees of the parent bank overseas — foreign bankers complain that their lending ability is unnecessarily and unfairly restricted, especially as their main business is trade finance. The issue is compounded by the depreciation of their lire capital base by high inflation. Local banks are allowed to revalue their fixed assets each year, but foreign banks cannot do so.

A recent compromise offered to the authorities is that foreign banks should be allowed to

You may be a thousand miles away.
We're with you here in Istanbul.

Finansbank sets new standards in Turkish trade finance, advisory services, capital markets, investment banking and treasury.

Traditional banking skills and our commitment to the best in modern technology make a powerful combination.

Our dealing room is the first in Turkey to use a Reuter Prism, the latest technology in data switching systems.

When you want to do business in Turkey, call Finansbank. We won't make you feel a thousand miles away.



*** FINANSBANK**

Head Office:

Büyükdere Cad. No: 123
Mecidiyeköy 30300 Istanbul-TURKEY

Telephone: (90)-(1) 175 24 50
Telex: (90)-(1) 175 24 96
Tele: 29563 fin v (Treasury)
39280 gft v (International Banking)
S.W.I.T.C. address: FINNTRIMEC
Reuter Dealing: FBNIT

INSURANCE SECTOR

Wide reforms are planned

INSURANCE IN Turkey is a market on the threshold of fundamental reform and expansion, such as the banking sector passed through in the early 1980s – and one which foreign penetration will most probably spearhead, too.

But, so far, the industry is hidebound by fixed rates and different public attitudes, which it hopes will soon be addressed by new legislation.

The Government's aim is free competition between the 22 insurance companies, until now constituted by arduous schemes of fixed premiums and options. Total premiums intake for the industry in 1988 was TL575b (US\$27.4b), in a country with a population of about 55m – perhaps a slightly over-optimistic official projection is that the reforms will propel premium income tenfold in two years.

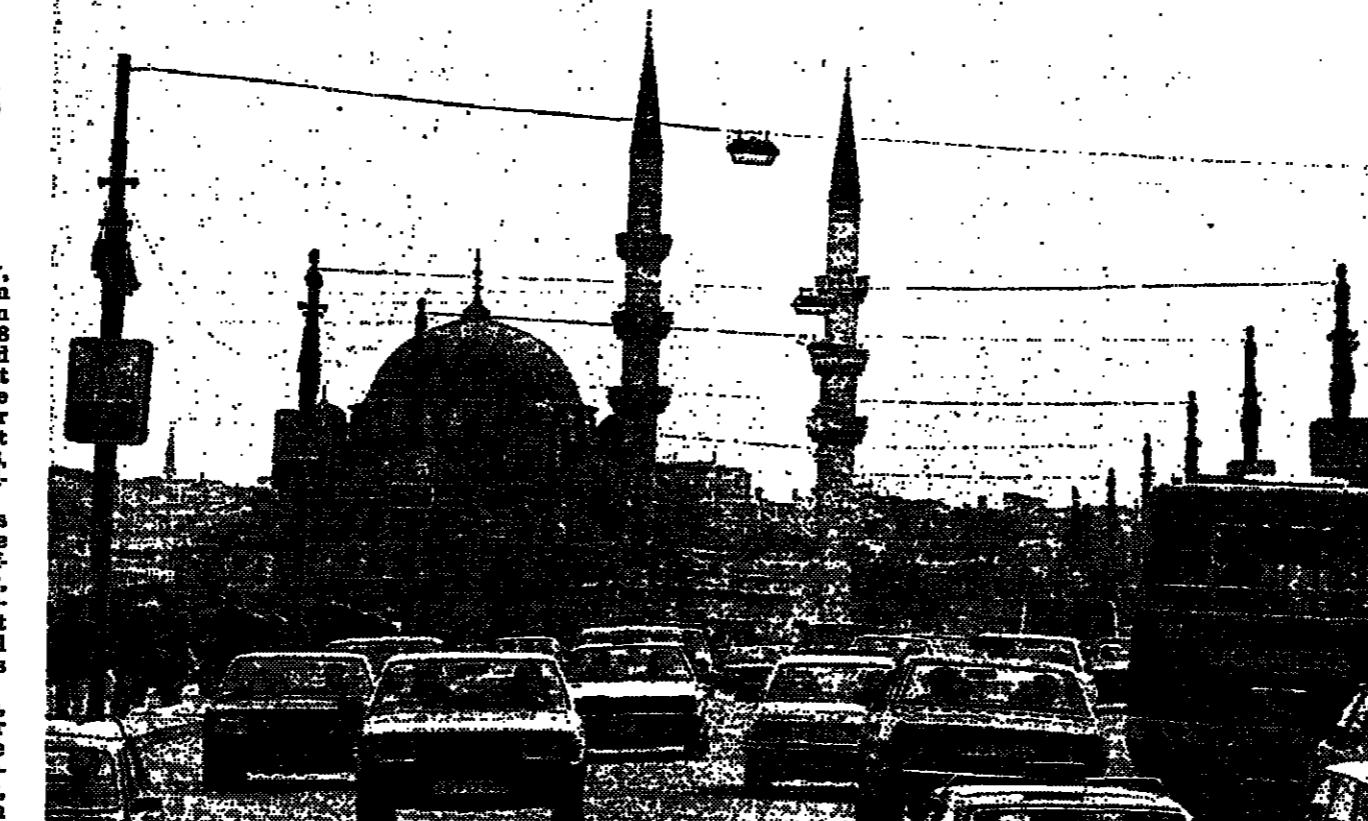
Public disinterest means that Turkey ranks very low on the international scales of per capita premium expenditure of around \$6-to-\$8 per head in 1988. Excluding Greece, the nearest country is Italy, but it has a premium of \$344 per head – whereas Switzerland is at the top of the scale, with around \$2,500.

Some people put this down to a fatalistic mentality among Turks, inherent in Islam. But others say that, if that were true, insurance would do equally badly in other countries with large Muslim populations. The lack of demand is rather due to poverty of choices – and outmoded premium structures, ill-suited to a population that lacks a broad middle class.

Insurance companies are hindered not by the regulatory environment, but by operating conditions of inflation, coupled with the traditional habits and preferences of companies and people, says Mr Gungor Ural, vice president of the executive board of Agsigorta, insurance subsidiary of the Sabanci Group.

"When even the largest companies don't want to insure, how can you expect the ordinary person to do so?" he asks.

Because rates are fixed, insurance companies can compete only in the terms they



Vehicles strong the Galata Bridge in Istanbul: car insurance is a loss-making business in Turkey, but law reforms could soon bring changes. Foreign insurance companies already have an eager foot in the door.

offer. Although, officially, terms should not be more than six months, in effect, collection can even stretch over 18 months for some smaller and less reputable firms. That means that companies are often only operating on paper cash-flows and profits – not banked premiums. At end 1988, 45 per cent of insurance premiums were overdue.

Although technical results for insurance companies are touted here as highly profitable, the underlying reality, given the difficulties of premium collection, is somewhat less promising once general overheads are deducted, says Mr Ural.

Earnings from life insurance, too, are eroded by the paper work and computer space involved in monthly collections. Taking this into account, life is not profitable – rich people don't need to take out life, and the poor can't afford the premium.

Motor-vehicle cover is the largest millstone around the insurance industry's neck. The sector hamstrings the more profitable operations of others, like fire, life and marine. Only if a company specialises in life can it refuse to offer *kaza* (general accident) cover, which includes motor vehicles – and most agents will not sell broker for a company unless *kaza* is on the menu. For cars, for example, there are two broad categories, with no gradations in between: basic third-party traffic cover, and *kusik* (fully comprehensive).

The cover limits for traffic are out of proportion to the premium. For TL15,000 annually, the payout for death can be up to TL5m per individual, and up to TL15m in all. Similarly, personal injury individually has a ceiling of TL2.5m, a total of TL12.5m. On Turkey's crowded and much highways, it is estimated that roughly one person dies every hour, often in horrendous crashes.

Cash flows are also undermined by fixed premiums, quickly outstripped by inflation; car repairs, for example, can be far more expensive than the total premium in the case of prestige vehicles like Mercedes; and even the actual

has already been for inter-city bus services.

"We will bring in western-style insurance," says Mr Selcuk Demirhan, general-director to one company, for example, it manages a 10 per cent profit on fire, and a 31.5 per cent profit on marine. But *kaza* returns a loss of around 10 per cent.

The insurance sector could be a strong boost to the capital markets – the Istanbul stock exchange, particularly, lacks a strong institutional anchor. Huge funds, for example, are at the disposal of pension funds, but mainly they invest in government securities or bonds.

"In Europe, insurance companies even invest in banks," says Mr Zekeriya Yildirim, chairman of the new Franco-Turkish joint venture, AGF-Garanti Sigorta. Here, on the contrary, banks invest in insurance companies.

The Treasury is drawing up an overhaul of the law relating to insurance companies. In the past, corporations could borrow at less than the rate of inflation, but now that the situation has reversed, they cannot afford to borrow, and they will have to go into the equity

with several important joint ventures formed over the past 18 months. One is AGF-Sigorta, a joint venture between the local Finansbank and the UK's Commercial Union, which will be a year old next month. The joint venture concentrates on corporate insurance. "We would reckon on amortising our investment in about two years' time."

"It's been excellent," says Mr Jim Bodgener

Don Lyall, deputy managing director of Commercial Union Sigorta, a joint venture between the local Finansbank and the UK's Commercial Union, which will be a year old next month. The joint venture concentrates on corporate insurance. "We would reckon on amortising our investment in about two years' time."

Mr Jim Bodgener

Exchange volumes

market. But there is a psychological barrier. They don't want to be accountable. They will have to change their way of thinking, and that will take time." He thinks more companies may open up if owners see they are not losing control by selling a minority of the stock.

A new regulation allowing the creation of non-voting stock may also alleviate their worries. Businessmen need to be educated, too, he says: for example, some believe they can only sell their shares at nominal, rather than market, prices; and they need to understand that the stock-market can provide them with liquidity.

Tax incentives (public companies pay only 30 per cent corporation tax) have so far failed to prise shares from private hands. But the Government has one major card it can play. Turkey's huge privatisation programme offers the prospect of releasing shares in many state-owned companies to the public. So far, only 20 per cent of one company – telecom equipment-maker Teletel – has been sold on the stock-market, with another 18 per cent earmarked for sale. Instead, the Government has had to turn to block sales of shares in state companies to private investors, as the stock-market is too small to absorb a large

privatisation. The recent growth in the stock-market, though, may enable more sales to the public.

Without an increase in the supply of stock, Mr Sensoy fears an unhealthy growth in share prices. "Rises will be because of supply and demand, not on the value behind these securities. It could soon turn into a gambling casino if demand keeps on increasing and there is no more supply."

Nevertheless, he believes the Istanbul market has great potential. This autumn's upsurge in trading revealed the limitations of the exchange's board-trading system, and the decision has been taken to introduce a computerised system next year. Simply bringing in the capacity to allow stock orders to be processed efficiently is expected to bring a big rise in volume. There are plans, too, to open a second exchange at the aeroport of Izmir, Turkey's third city.

The Istanbul market has also yet to see market-makers emerge, although one leading broker, Turkinvest, is making a market in five or six of the most heavily traded stocks.

Mr Oktay Sen, of Turkinvest, sees the development of the stock-market as a "mission" for the Turkish economy. He believes Turkey's potential is

Thomas Goltz describes the currency black market

Brisk business

AS THEY jump and shout and thrust their fingers in the air, the knots of men seem almost threatening to the casual tourist on the fringes of Istanbul's Grand Bazaar.

Some of them are elderly, others are only youths, but most are young adventurers with a taste for big money.

"Cerek, cerek – Makarna, makarna – Tam, tam – Choklate, choklate," goes their weird refrain, unintelligible even in Turkish unless one is an initiate.

These are not beggars or touts, but seasoned veterans of Turkey's semi-illegal currency black-market, Taitakale – named after the district of Istanbul in which it is centred.

Although they may look scruffy, hundreds of thousands of dollars pass through their hands every day. One estimate is that they handle a third of Turkey's over-the-counter foreign exchange deals.

"We have to move from one

the Swiss franc, and "makarna" (macaroni) is the Italian lire, which sees a surprising volume of trade.

In stark contrast to the Istanbul Stock Exchange, on the far side of the Golden Horn, with its floor of colour-coded dealers, Taitakale's brokers still rootle the narrow streets around the Killisli Kapili or "Sword Gate". The codes of dealers shift, according to the presence of the police, who break up the trading sessions when they present an obstacle to pedestrian traffic.

"We have to move from one perhaps 50 times a day," said a police officer in the area. "Our concern is because they block the street, and not because of the trade in currencies."

What will happen to Taitakale in the light of recent moves by the Government to make the lira more freely convertible is debatable. The liberalisation of gold-trading in the spring, by the introduction of a central bank gold-dealing room, has effectively destroyed speculation in the yellow metal. This has driven former dealers to try their luck on futures at the exchange, helping to sustain a first-half bull market in stocks and shares.

The early word is that the currency dealers in the streets of Taitakale will not only survive, but thrive.

"We work on fractions of percentage points, while the banks work on fixed commissions," said Ilhsa, who entered the market a year ago with a trading "capital" of about DM50,000. "Until there is real full convertibility, we will be in business and after that – well, we will move to the exchange."

At least one foreign banker regards Taitakale as an unhealthy parasite on the economy – made worse by the convertibility moves. "What the Government has done in many respects, is almost to legitimise the black market," he says.

"You come to my counter, I'll charge you a fee. My fees are much higher. Taitakale doesn't have to shoulder these. It doesn't pay tax."

Why does the Government allow that? What they've permitted: to open a foreign exchange window that's out of control."

A name that stands for Quality
Ready for the future

EREGLI IRON & STEEL CO.
(ERDEMIR)

Totally committed to maintaining the highest standards of quality and service to ensure customer satisfaction.

For a wide spectrum of end-use applications:
ERDEMIR manufactures tin plate, hot and cold rolled sheets/coils and plates.

For further information, please apply to:
Eregl Demir ve Cilek Fabrikalar T.A.S.
67330 Kdz Eregl/TURKEY
Telephone: (90) (386) 19500
Telex: 48523 erdc t. 48575 edo tr.
Fax: (90) (386) 13989

EREM Ltd.

Expertise in Turkish Trade Finance

Mecidiyekoy, Ortakoy Cad. 2, D. 16 Istanbul-Turkey
Tel: (1) 174 89 48 / 174 89 47
Fax: (1) 166 27 77 Telex: 30107 gulf tr

With its origins going back to 1906

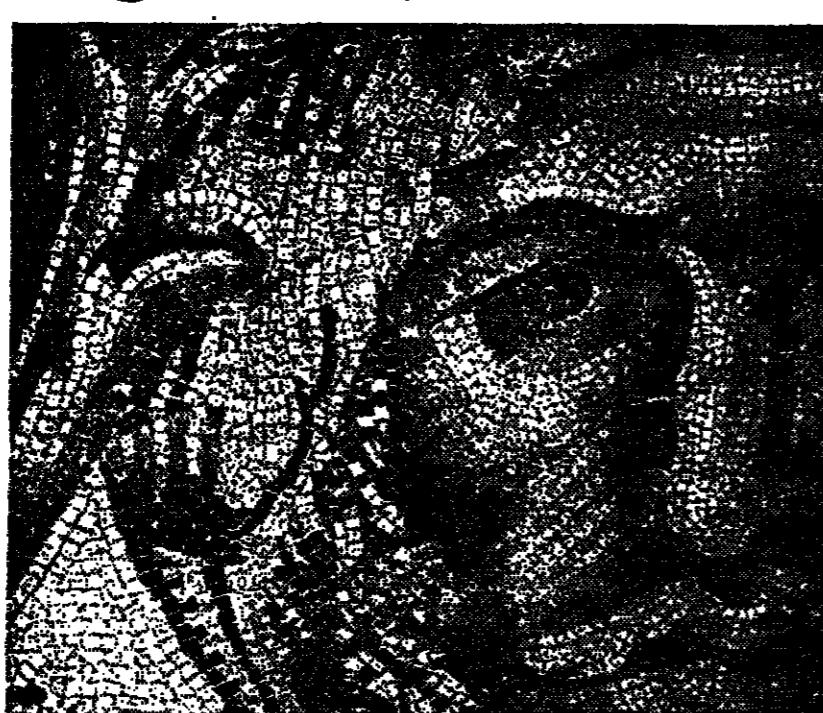
KOSITAS
INSURANCE BROKERAGE
SERVICES CORP.

(President: David Cohen)

provides the highest quality protection
for the largest organisations in Turkey
covering all branches of insurance.

Union Han 404, 80020 Karakoy, Istanbul
Tel: (90) 151 22 08 Telex: 25617 Fax: 152 34 22

MOSAIC



Throughout its thousands of years of history, Anatolia has always been a lively trading centre and a mosaic of cultures.

These civilisations are the Turkish people's most valuable heritage.

Within the framework of Turkey's active, developing economy, Halkbank combines the accumulation of the Anatolian people's history, with a modern banking outlook.

Like a master mosaic artist...

HALKBANK
TÜRKYE HALK BANKASI

HEAD OFFICE İkinci Sok. No: 1 Sathiyi 06240 Ankara-TURKEY Phone: (4) 231 73 00 (50 lines)
INTERNATIONAL DEPARTMENT: Açıklı Bulvarı Çevre Çarşı İş Merkezi No: 211 Kocatepe 06660 Ankara-TURKEY
Phone (4) 133 57 29 Fax (4) 133 10 22 - 132 05 63 Telex 44201 hbbd tr.

Your foothold in Turkey.

HBÜ Bank in Turkey will give you a stronger grip on doing successful business here and in Europe.

- Full subsidiary of ABN Bank.
- Operational in Turkey since 1921.
- Over 1000 offices worldwide.
- Special Dutch Desk.
- Progressive and fast, but always prudent.

Get in touch with us if you want to get further!



Your Bank at Home.
Your Bank in Turkey. **HBÜ Bank**

A subsidiary of **ABN Bank**
with over 1000 offices worldwide.

İnönü Cad.15, Gümmüşsuyu, 80075 Beyoğlu-İstanbul.
Tel: (9-1) 1448802. (8 Lines). Fax: (9-1) 1492008.

TURKISH BANKING AND INDUSTRY 9

FOREIGN INVESTMENT

Encouraging signs

FOREIGN investment has continued to increase despite internal political and economic uncertainty and the hiatus caused by presidential elections.

Based on current trends, actual foreign investment will grow to \$605m in 1989, compared with \$405m in 1988, according to Dr Ibrahim Cakir, the chairman head of the foreign investment department (FID) in the State Planning Organisation.

"So far, my figures show foreign investors are not waiting for political developments," he says. "In the composition of the new capital, they can find reassurance that nothing will change to worry them."

The trend will continue upwards next year, based on an expected increase in the volume of applications approved by the FID to \$1.2bn in 1990 compared with \$825m last year.

External investment in Turkey has been minuscule by world standards, and in comparison with other emergent economies, like Thailand or Singapore. However, the world is oil-rich, and if inflation can be curbed, the early 1990s could see a flood of fresh capital into Turkey, determining President Turgut Ozal's vision of the country as a major trading and industrial power in the twenty-first century.

That would stretch Mr Cakir's grin even further, if such a thing were possible. From a mining engineering background with a doctoral degree in hydro-metallurgy obtained at Birmingham University in the 1970s, and a stint in Libya, he has since 1986 been with the one-stop foreign investment department (FID) established in 1982 in the State Planning Organisation to cut away the red tape that previously surrounded the otherwise liberal law 622 on foreign investment passed in the 1980s. He was appointed its director in early 1988. As with the FID's former chief, Mr Namik Kemal Kinc, now treasury head, few senior foreign businessmen and investors come away from Turkey without having enjoyed Dr Cakir's banter.

A factor in many of the new investors' decisions has undoubtedly been the fact that Turkey is on the threshold of a Single Europe, whether or not its application for full EC membership is approved.

However, diplomatic circles in Ankara caution that Turkey's foreign investment prospects may be dimmed by the political changes sweeping through Eastern Europe. If these prove durable, then the flood of investment funds could bypass Turkey to econ-

omies where advanced technology and highly-skilled and motivated workforces already exist.

One hard-pressed reason for preferring Turkey is that after several years in high inflation, many Turkish companies are open to infusions of capital - if quite simply, are "going cheap".

So far, despite many inward missions, Japanese investors have yet to establish a significant bridgehead in the Turkish market from which to expand, although they are prominent on hi-fi electronic joint ventures. The Japanese figure mainly relates to investment by Bridgestone in tyre-maker Lassa according to an equity and investment deal reached with the plant's holding company, the Sabanci Group, last year, which Bridgestone Corporation bought 35 per cent of Lassa and also announced plans to invest \$170m in the company.

It might seem that the Japanese profile will be much larger once a deal is concluded with a consortium led by

misses where advanced technology and highly-skilled and motivated workforces already exist.

with \$129m, then the US with \$102m, and Japan with \$65m. Although the actual UK inflows over the period amounted to only about \$35m, this raised the aggregate foreign investment from the UK by 21 per cent to total of around \$170m.

So far, despite many inward missions, Japanese investors have yet to establish a significant bridgehead in the Turkish market from which to expand, although they are prominent on hi-fi electronic joint ventures. The Japanese figure mainly relates to investment by Bridgestone in tyre-maker Lassa according to an equity and investment deal reached with the plant's holding company, the Sabanci Group, last year, which Bridgestone Corporation bought 35 per cent of Lassa and also announced plans to invest \$170m in the company.

It might seem that the Japanese profile will be much larger once a deal is concluded with a consortium led by

state-owned Electric Power Development Company (EDDC) to construct a \$250m thermal power station at Aliağa near Izmir on the "build-operate-transfer" (BOT) model. However, Japanese officials privately admit that the considerable Japanese credits towards the cost are a way of recycling Japan's trade surplus as pledged in 1987.

Nevertheless, BOT equity inflows will be substantial this year if contracts are finally concluded for the Aliağa plant and for the \$400m first stage of the Ankara metro with a Canadian group.

The existing joint venture car manufacturers in Turkey are Peugeot and Citroen, perhaps for a plant manufacturing both makes of car. Volkswagen has also looked at Turkey, says Dr Cakir.

He says the pattern emerging from all these investments is one of joint venturing and integration with other group manufacturing plants in Europe by companies eager to take advantage of Turkey's low labour

about joint car production in Turkey, but the joint venture negotiations were recently delayed again by downward revisions of duties on imported cars.

However, interest has picked up recently from European manufacturers, according to Dr Cakir. The US's General Motors started construction in the summer of a complex to produce automobile spares and upholstery, and also to assemble around 10,000 Vectra cars a year from October 1990.

The Vectra is currently produced by Opel in West Germany. Also studying the Turkish market in tandem are Peugeot and Citroen, perhaps for a plant manufacturing both makes of car. Volkswagen has also looked at Turkey, says Dr Cakir.

He says the pattern emerging from all these investments is one of joint venturing and integration with other group manufacturing plants in Europe by companies eager to take advantage of Turkey's low labour



Ibrahim Cakir, director, foreign investment department of the State Planning Organisation: selling Turkey to the world.

costs. The tendency is towards bulk components production. The aim is no longer one of maximising local content, but rather of achieving a comfortable degree of integration, which suits Turkey.

However, he challenges fears expressed by others that Turkey will be relegated through this process as a second rate

partner, its technology always

one step behind: "In order to have a hi-tech car, you have to have hi-tech components," he says.

Companies have to produce high quality and competitive components in Turkey to send back to assembly plants in Europe. If the overall product is to meet European standards."

Jim Bodgener

INDUSTRY

New moves to boost efficiency

TURKISH INDUSTRY is smarting badly from a series of stinging measures in the second half of the year aimed at boosting efficiency and competitiveness to levels comparable with the European Community.

"We're facing low demand, high interest rates, and high inflation," says Ms Guler Sabanci, general manager of tyre cordmaker Kordisa. "People who can shift production and sales to exports are able to survive better, but there is a limit to how much you can export." Interest rates are high, but companies probably suffer more from hikes in labour and fuel costs, she adds.

On the other hand, exporters too have been hit by withdrawal of export tax rebates and the slowdown in the lira's depreciation underpinned by a convertibility "package" introduced in August. A series of sweeping tariff reductions in late summer and early autumn aroused



Turkey is increasingly attractive to manufacturers of electronic goods and components, seeking access both to a growing domestic market and exports to neighbouring countries. In general, industry is not pessimistic, but would like to see policies promoting investment and production - there is a general lack of confidence, say analysts.

However, these complaints are probably accounted for by the dominance in business lobbies of large groups originally founded on import-substitution, particularly those heavily exposed in sectors like cars

and white goods. Other manufacturers, often smaller intermediate manufacturers, have welcomed the measures, seeing no threat in them.

Officials say the manufacturers of white goods and cars have little cause for complaint. For too long they have pegged their prices unrealistically a little below imported goods, and the lack of competition has had a deleterious effect on quality and production efficiency.

If Turkey is ever to join the EC, cutting import duties and promoting competition will be a fundamental step towards integration, as provided for in Turkey's 1983 association agreement, add the officials.

Moreover, state economic enterprises, which account for the output of most domestic raw materials, now have little or no protection. "After that, why should we protect the private sector?" asks Mr Yalcin Burcak, deputy treasury and foreign trade undersecretary.

The car industry can survive at the present level of protection of around 35 per cent, but not any lower, says Nejat Emirdal, general secretary of the Automotive Industry Association. It has been helped by a surge in demand in the autumn prompted by middle class bureaucrats and businessmen seeking better investment returns than falling bank deposit interest rates.

Some small consolation for industry has been accompanying anti-dumping legislation aimed particularly at East European and Far Eastern suppliers, according to officials. Hungary, Taiwan and China appear to be prime culprits.

Industry is also up in arms against draft tax legislation which would withdraw the interest relief previously allowable against corporation tax on working capital borrowing, though that on investment credit remains. Many Turkish companies, after more than eight years of high inflation, are extensively leveraged, which if the amendment became law, would mean disastrous erosion of their capital bases. And high borrowing costs are set to continue into 1990 - there is a break-even limit for banks as to how far interest rates can fall below the rate of inflation, despite the pressure of over-liquidity.

The problem of high interest rates strikes a company once in operations, not during the investment period. It is then that the cost of rolling over credit to buy in raw materials and semi-finished products increases on short-term working capital. The Finance & Customs Minister Ekrem Pakdemirli backed down in late October by pledging a review of the new legislation.

PRIVATISATION

A critical phase

IF YOU want to see a striking example of privatisation in action in Turkey, duck down a precipitous side-street off Istanbul's bustling Cumhuriyet Caddesi, turn left into an unremarkable looking building and take the small-paged lift up to the offices of Usas.

There you will find, amid the heavy wooden paneling and portraits of Ataturk favoured by the old regime, Mr Tom Hertel and his team from SAS Service Partner, the Scandinavian airline's big catering subsidiary, getting to grips with their task of running what was until this autumn Turkey's state-owned airline and airport caterer.

With his slick English - and Turkish - version videotapes on SAS corporate strategy and his breezy Danish informality, Mr Hertel could hardly strike a greater contrast with the traditional dour bureaucracy of Turkey's huge state industrial sector. His plans to re-vamp,

re-train, expand and generally transform Usas are only just beginning, but just the change in ambience gives an immediate feel of what the Government wants to achieve through its ambitious privatisation programme. Was that really a spring in the step of the fellow who brought in the obligatory Turkish coffee?

In fact, the privatisation effort, a central plank of the liberal economic policies of Mr Turgut Ozal since he became Prime Minister in 1983, may be entering its most critical phase.

Out of the 40 State Economic Enterprises, which together account for more than half of Turkey's productive capacity, shares in only a small number of companies have been privatised so far, most of them small in size. The three most significant were the public flotation on the still-nascent Istanbul stock exchange of 22 per cent of Teletas, a telecommu-

nations company, the sale of a 70 per cent stake in Usas to SAS for \$14.5m and the disposal of five local cement factories to SCF of France.

The last deal was the biggest so far, SCF paying \$105m for virtually the entire equity of the cement companies, with undertakings to invest a further \$70m in them and sell back a 40 per cent share through a public offer within five years. However, the SCF deal pointed up some of the obstacles facing the Government as it moves on to tackle the more significant and much bigger state companies.

Because of the risks involved in big offerings on the recently active, but shallow, local stock exchange, the Government decided initially to dispose of the cement companies in one chunk to SCF. Despite the condition attached to float off 40 per cent later, the arrangement drew sharp political opposition

Continued on page 10

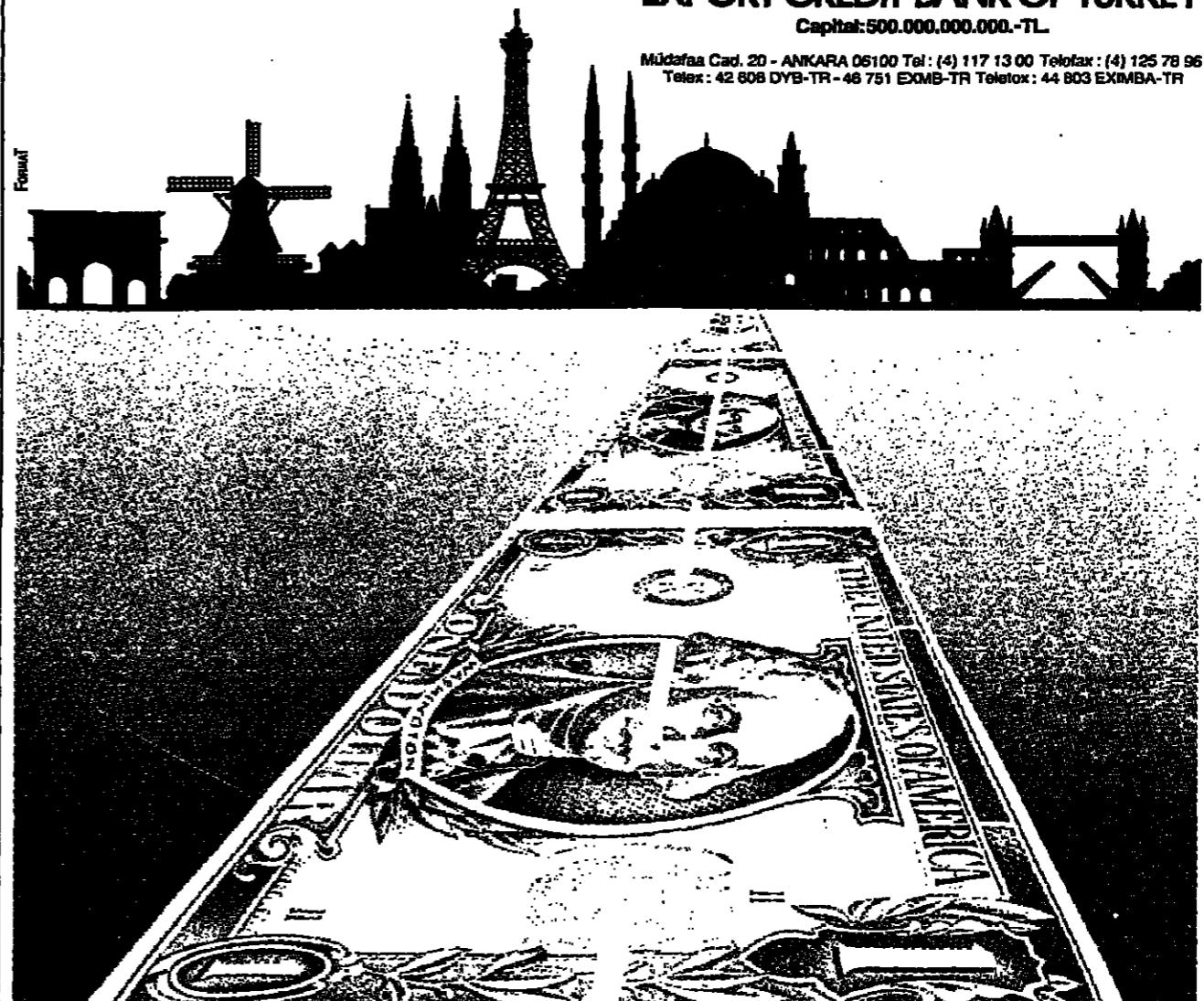
It Is Not Only THE ORIENT EXPRESS THAT LINKS TURKEY TO THE WORLD

TURK EXIMBANK EXPORT CREDIT BANK OF TURKEY

Capital: 500.000.000.000.-TL

Müzefaa Cad. 20 - ANKARA 06100 Tel: (4) 117 13 00 Telex: (4) 125 78 96

Tel: 42 608 DYS-TR-46 751 EXIMB-TR Telex: 44 803 EXIMBA-TR



TURKEY DISCOVERED?

TURKINVEST
A.O.G. MENKUL KİYMETLER A.S.

MEMBER OF THE ISTANBUL STOCK EXCHANGE

Address: Abdi Hırrıyet Cad. Polat Çelik Ağa İshani No:9 Kat:10 Mecidiyeköy İSTANBUL

Tel: (1) 175 41 60 (5 lines) Telex: 28011 AOG TR Fax: (1) 173 04 65

Jim Bodgener

TURKISH BANKING AND INDUSTRY 10

DEFENCE INDUSTRY

Ambitious \$10bn plan

THE TURKISH Government will next month make up its mind on a large chunk of its ambitious \$10bn scheme to develop its own defence industry - a scheme that promises to put the country into the second division of the world arms industry.

Given that its defence industry at present consists of a state munitions organisation, a company making military radios, and the production of F-16 fighters, the scheme represents a giant leap forward.

The programme, drawn up by the Defence Industry Development Administration (Dida), includes production in Turkey of armoured combat vehicles, modern wireless systems, electronic systems for the F-16s, multiple-launch rocket systems, air defence missiles, mobile radar, light transport aircraft, helicopters, fire control systems for anti-aircraft guns, training aircraft and mine hunters.

Yet, four years after its launch, Dida has so far got only one project - for armoured combat vehicles - to the stage where contracts have been signed.

Nevertheless, there is confidence that the programme can succeed, with all 11 projects in production by 1992, and have important spin-offs for development of the Turkish economy.

Each project involves setting up a joint venture between an American or European defence company and a Turkish company, either an existing one or a newly-formed company.

In addition to saving the cost of importing defence equipment, the scheme includes important offset deals, promises the transfer of valuable technical and managerial skills to Turkey, and offers the prospect of developing new export markets.

The Dida project originated in the need for Turkey's 500,000-strong army, the second largest in Nato, to modernise its equipment to bring it into line with its alliance partners. Until recently, it relied on handouts of old US or German equipment, or bought supplies from abroad helped by US aid or credits.

In 1983, came a forerunner of the Dida programme with the formation of a joint venture to make F-16 fighters in Turkey between General Dynamics

and TUSAŞ Aerospace Industries. These are now being produced at a new plant near Ankara.

Dida itself was formed in 1985. It is financed by tax revenues of \$500m a year placed in a special fund, the Defence Industry Support Fund, which is separate from the main government budget and protected from any cutbacks.

In 10 years, the fund should reach \$1bn - enough to pay for the planned programme, though Dida can also draw on the main defence budget or take up soft credits when available.

At first, it was difficult to convince foreign companies that Turkey was no longer interested in purchasing equipment.

"To us, it seems fast, not slow," he says. "Dida is new."

Dida's first project, for armoured vehicles, was held up by difficulties over financing. Even now, the subcon-

tractors are looking at financial and commercial considerations.

Dida itself sees Dida having considerable impact on Turkish development, helping to develop high-tech industry with civil as well as military applications, and bringing in higher standards of engineering, management, quality control and industrial security. He rejects the criticism that the projects are taking a long time to negotiate.

"For Aselsan vice president, Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

For Aselsan vice president, Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president,

Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite

supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president,

Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite

supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president,

Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite

supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president,

Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite

supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president,

Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite

supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president,

Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite

supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance, as Dida is unhappy with the commercial side of the proposals made to it by the three short-listed companies, Oerlikon, Euromissile and Thomson-CSF. Others in the running to win Dida contracts include Westland, Racal, and Vosper Thornycroft.

Without doubt, the Dida programme will enable Turkey to break out of its dependence on western arms imports. And there seems little doubt that the programme will succeed, given that Turkey is a country where military influence in politics is strong.

The question remains, though, in a world where the Iron Curtain is collapsing before our eyes is defence the best industry in which to invest?

One existing defence contractor that stands to benefit considerably from the Dida programme is Aselsan, an elec-

tronics company owned by the Turkish Army Foundation (a trust fund set up by public subscription in the wake of the Cyprus invasion). It makes radios and other military equipment, is a sub-contractor to Dornier, in Nato's Stinger missile project, and also produces civil electronic products.

Aselsan has an involvement, either as a potential partner or sub-contractor, in no fewer than six of the Dida projects. It has links with many foreign companies, and has found itself simultaneously co-operating and competing with the same foreign company in different Dida projects.

For Aselsan vice president,

Mr Ayhan Gercerler, it is important that there is a real transfer of technology, rather than the Turkish partner merely operating as an assembly plant.

"We have the basic investment and people who have experience of the basic technology," he says, "but, for design and testing, we need help from experienced people."

British companies have had mixed success in winning Dida contracts. Marconi has secured the \$150m contract for wireless systems, but has yet to find a local partner. But it failed to make the short-list to supply a mobile radar system.

British Aerospace, despite

supplying large quantities of its Rapier missile to Turkey, failed to make the short-list for a low-level air defence system, although it may still be in with a chance

TURKISH BANKING AND INDUSTRY 11

Profile: Sise-Cam

Export success for glass producer

NO ONE has heard of Sise-Cam. Even in the glass industry, the company is known by its old name, Pergalites. Yet this is Europe's fourth largest glass producer, fourth in the world, and one of the few Turkish companies to have a significant ranking in global terms.

Mr. Mehmet Kara, group finance manager, of Sise-Cam (Turkstat Glassworks), attributes this success to the company taking a fundamentally different approach in the 1980s. While other Turkish companies were slow to react, significantly behind their Western, Sise-Cam (pronounced Sheesay-Jam) decided on a more dynamic course.

"In 1980, Turkey was not exporting any industrial products. We did them what Ozal has been trying to make other companies do in the 1980s," he says. Sise-Cam then invested for the long-term, bought the best technology, adopted modern management methods, spent heavily on research and development, and went all out for exports (having already sewn up the Turkish market).

"To compete with foreign companies we have to do things like they do," says Mr. Kara.

This approach continues. Sise-Cam is in the middle of a huge \$450m investment programme, doubling its float glass capacity to 400,000 tonnes a year and substantially increasing output of tableware. By 1991, total glassmaking capacity will have risen by a third to more than 1m tonnes.

The float glass expansion is being carried out with the help of UK glass producer Pilkington, which has supplied equipment and expertise. Sise-Cam has been licensed for more than a decade to produce glass by Pilkington's float method. Finance for the expansion is being provided by the International Finance Corporation, the hard loan arm of the World Bank, and from internally generated funds.

Almost all the new capacity will be devoted to exports. The company exports to 65 countries, mostly in Europe, although it regards the Middle East and North Africa as its "own backyard" where there is no rival producer of comparable quality.

Tony Huckle

Cotton prices have soared, says David Barchard

Turning point for textiles

THE TEXTILES industry has been Turkey's star performer in international markets for over a decade. In the last three years alone, Turkey's annual earnings from textile exports have surged from \$1.85bn to \$3.2bn. Turkey is well entrenched as the main outside supplier of textile products to the European Community and Turkish exporters have made steady inroads into markets further afield, such as the US and Canada.

This year, however, could be a turning point. For most of the 1980s, Turkey's textile exporters have been the beneficiaries of a combination of policies designed to stimulate foreign trade. Though subsidies to exporters (imported in the first half of the decade) have been almost entirely phased out, the main prop driving exporters' success, devaluation of the Turkish Lira, remained in place from January 1980 until last May.

This reflects Mr. Bezmenn's view that he is no longer in a growth market. "I think these policies have come to stay for some time," he says. "The textile sector is stagnating. It isn't tragic for the moment, but we will certainly feel the effects after two or three years."

Down near the Golden Horn, in the offices of Orta Anadolu Mensucat, another leading Turkish exporter, Mr. Mehmet Ali Babaoğlu, agrees. "Our costs have already gone up by nearly 60 per cent this year, while our foreign exchange earnings are marking time. The price increase has to come out of our own pockets."

This gloomy observation is in contrast to Orta Anadolu Mensucat's remarkable turnaround this decade. Nine years ago the company's plant at Kayseri in Central Anatolia produced woven cotton fabrics for the Turkish village market. Mr. Babaoğlu, a manager at Gazioğlu-Karamancı, an Istanbul trading group, spotted its potential and persuaded his employers to buy the plant and back an injection of \$55m in fresh capital.

Werner, the Brussels-based textile consultancy group, was brought into advise on strategy. Orta Anadolu switched production to denim for the jeans industry, targeted six main customer opportunities in Western Europe, struck an alliance with a German group which acted as its introducer in new markets, helping guarantee quality.



The textiles sector, for long the motor behind Turkey's export drive, now faces the problem of rising costs and increasingly outdated production plant

Tony Kots

This reflects Mr. Bezmenn's view that he is no longer in a growth market. "I think these policies have come to stay for some time," he says. "The textile sector is stagnating. It isn't tragic for the moment, but we will certainly feel the effects after two or three years."

Down near the Golden Horn, in the offices of Orta Anadolu Mensucat, another leading Turkish exporter, Mr. Mehmet Ali Babaoğlu, agrees. "Our costs have already gone up by nearly 60 per cent this year, while our foreign exchange earnings are marking time. The price increase has to come out of our own pockets."

This gloomy observation is in contrast to Orta Anadolu Mensucat's remarkable turnaround this decade. Nine years ago the company's plant at Kayseri in Central Anatolia produced woven cotton fabrics for the Turkish village market. Mr. Babaoğlu, a manager at Gazioğlu-Karamancı, an Istanbul trading group, spotted its potential and persuaded his employers to buy the plant and back an injection of \$55m in fresh capital.

Werner, the Brussels-based textile consultancy group, was brought into advise on strategy. Orta Anadolu switched production to denim for the jeans industry, targeted six main customer opportunities in Western Europe, struck an alliance with a German group which acted as its introducer in new markets, helping guarantee quality.

This gloomy observation is in contrast to Orta Anadolu Mensucat's remarkable turnaround this decade. Nine years ago the company's plant at Kayseri in Central Anatolia produced woven cotton fabrics for the Turkish village market. Mr. Babaoğlu, a manager at Gazioğlu-Karamancı, an Istanbul trading group, spotted its potential and persuaded his employers to buy the plant and back an injection of \$55m in fresh capital.

To understand the bleak tone of textile industry leaders like Mr. Bezmenn and Mr. Babaoğlu, it is necessary to remember that state-of-the-art enterprises like theirs are by no means typical of the Turkish textile sector as a whole. Much of the industry still consists of inefficient small-scale companies directed towards the local

market. Even among those companies which tried to modernise their production in the 1970s and 1980s, there are a good number which are badly managed and find it difficult to stay in the black.

However, at Sötas in south-western Turkey, Mr. Muhammed Kayhan, the managing director is less pessimistic. He says: "We will not allow short-term currency concerns to divert us from our main goals. In this day and age, domestic and foreign markets, especially in our sector, are basically one big whole. The Turkish private sector has by now achieved a level of dynamism which enables it to adapt to changing conditions."

Sötas expects to earn about \$23m in exports of cotton yarn and cloth this year. At the other end of the market, however, the garment sector has been hard hit by changes. Turkey, with its low labour costs and proximity to Western Europe, has obvious potential to become a major international supplier of ready-wear. Inflation is, however, pushing up labour costs fastest in this part of the textiles industry.

However, interest by foreign investors in the Turkish textile sector is growing. Last year Dolfuss-Mieg Compagnie (DMC) of France took a 50 per cent stake, for a price believed to be around \$30m, in Bozku, the textiles arm of Koc, one of Turkey's two main industrial conglomerates.

The Profilo industrial group

Battling hard with inflation

LIKE MANY Turkish companies, Profilo, an industrial group producing household appliances, electronic goods and building materials, is finding that living with 70 per cent a year inflation is tough.

For Profilo, this has meant rising costs, stagnant sales, falling profits and financing problems. Four years ago, sales stood at \$51m and profits at \$3m. Today, sales have hardly risen at all, but profits are down to \$22m.

"Inflation is our biggest problem," says Mr. Jak Kamhi, Profilo's president and the creator of one of Turkey's biggest industrial holding companies. "We have a lot of losses, because of inflation and the devaluation of the lira. It is not so easy, but we are defending ourselves."

His Istanbul-based empire of 36 companies, with a workforce of 8,000, makes half of Turkey's refrigerators, a third of its washing machines and a fifth of its cookers. In electronics, the company's products range from televisions and video recorders to cash registers and calculators, made under licence from companies like Sony and Olivetti. Profilo aims at vertical integration, producing many of the materials for its products, such as copper wire and thermostats.

But, with price rises eroding the purchasing power of consumers, sales have suffered. Now it is easy to provide credit to consumers to boost sales. In Turkey, there are no consumer finance houses, and only manufacturers provide credit. But, with bank loans costing 100 per cent a year, Profilo is hard pressed to meet its own capital needs. And while inflation is wearing down the value of its working capital, rising input costs mean more is needed.

One answer has been to resort to rights issues among its 1,000 or so private shareholders. (A majority of the shares are held by Mr. Kamhi's family.) But the company still has to pay through the nose for bank finance, or to service corporate bonds.

Profilo is reacting to these pressures by tightening financial controls, through rationalisation, and by seeking an injection of capital from foreign partners. Earlier this year, AEG of West Germany, one of the many big-name western companies which have licensing agreements with Profilo, paid \$30m for a 20 per cent stake in the company's home appliances division, with an option to increase its holding.

Negotiations are also in train with Thomson for a \$20m injection from the French electronics company, and a deal is expected to be concluded before the end of the year.

If Mr. Kamhi has any regrets at ceding part of his company to foreign control, he shows no sign of it. His son, Cemil, works in the business. But Mr. Kamhi says: "A company cannot stay under the control of one family. The takeover will be by whoever can take it over."

An ardent supporter of Turkey's application to join the European Community, he sees the future of his business in Europe. "We are making these joint ventures with big multinationals in Europe in order to share with them the opportunity for tomorrow and to get into foreign markets," he says.

Profilo needs the technology that AEG and Thomson can provide, and in return can offer labour costs that are one-eighth of those of western Europe.

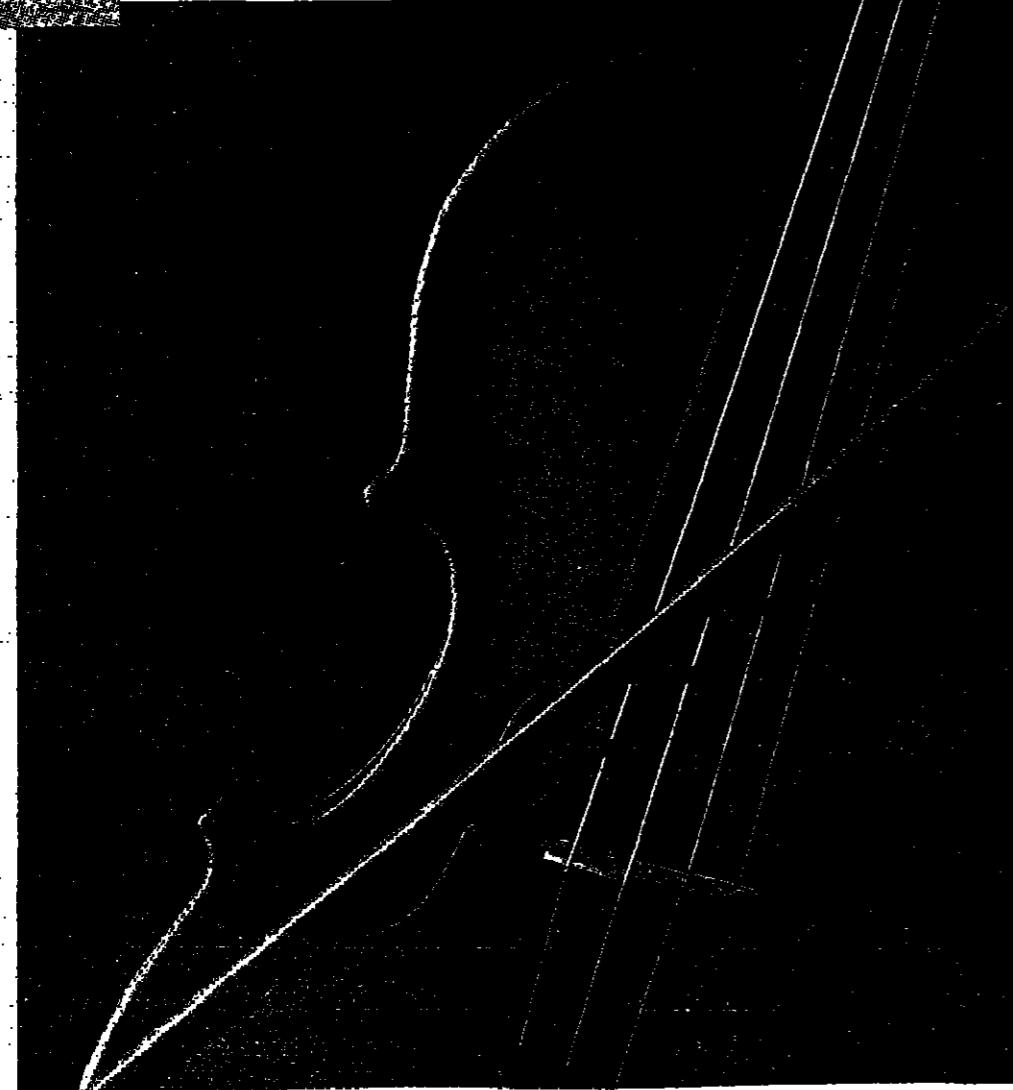
Like many Turkish businessmen, Mr. Kamhi is anxious that the EC commit itself to a date for Turkey's accession to the Community.

Profilo has come a long way since the early 1950s, when, as a young man, Jak Kamhi decided he could manufacture steel roof profiles in Turkey rather than import them. Over the years, he has had to contend with shortages of foreign currency, labour problems, and liberalisation of imports. Import duties have been further reduced in recent months, bringing protests from industrialists struggling with high interest rates and slack demand.

Yet Mr. Kamhi insists that Profilo can compete with importers, as it does with Turkish rivals. But he fears that reducing the levels of protection may discourage foreign investment.

Tony Huckle

Bank knowing your style...



DEMİRBANK
international banking

Mesnafîye Cad. No: 10 Beyoğlu/İSTANBUL Phone: (011) 152 86 70 (8 Lines) Telex: 25585 dmbrk Tr - 25 029 dmbrk Tr - 24 560 dmbrk Tr Fax: (011) 151 27 15

Trading in Turkey:
We hold the key.

Countless business opportunities exist in Turkey, and with the right key, you will find all trade doors are open to you. İŞbank, Turkey's largest private commercial bank, has 65 years of experience in opening these doors. We are a



Turkish bank of Turkish people with an intimate knowledge of Turkish markets. İŞbank operates over 950 branches nationwide and the widest network of branches and representative offices throughout Europe.

Branches abroad
London, England
Kensington, Avenue, London SW1
Tel: (011) 23 11 40
The Hague, Holland
Tel: (030) 43 42 60
Paris, France
Tel: (01) 55 54 594
Vienna, Austria
Tel: (01) 51 51 51
Frankfurt, West Germany
Tel: (061) 23 75 45
Tel: (061) 23 75 46
Tel: (061) 23 75 47
Tel: (061) 23 75 48
Tel: (061) 23 75 49
Tel: (061) 23 75 50
Tel: (061) 23 75 51
Tel: (061) 23 75 52
Tel: (061) 23 75 53
Tel: (061) 23 75 54
Tel: (061) 23 75 55
Tel: (061) 23 75 56
Tel: (061) 23 75 57
Tel: (061) 23 75 58
Tel: (061) 23 75 59
Tel: (061) 23 75 60
Tel: (061) 23 75 61
Tel: (061) 23 75 62
Tel: (061) 23 75 63
Tel: (061) 23 75 64
Tel: (061) 23 75 65
Tel: (061) 23 75 66
Tel: (061) 23 75 67
Tel: (061) 23 75 68
Tel: (061) 23 75 69
Tel: (061) 23 75 70
Tel: (061) 23 75 71
Tel: (061) 23 75 72
Tel: (061) 23 75 73
Tel: (061) 23 75 74
Tel: (061) 23 75 75
Tel: (061) 23 75 76
Tel: (061) 23 75 77
Tel: (061) 23 75 78
Tel: (061) 23 75 79
Tel: (061) 23 75 80
Tel: (061) 23 75 81
Tel: (061) 23 75 82
Tel: (061) 23 75 83
Tel: (061) 23 75 84
Tel: (061) 23 75 85
Tel: (061) 23 75 86
Tel: (061) 23 75 87
Tel: (061) 23 75 88
Tel: (061) 23 75 89
Tel: (061) 23 75 90
Tel: (061) 23 75 91
Tel: (061) 23 75 92
Tel: (061) 23 75 93
Tel: (061) 23 75 94
Tel: (061) 23 75 95
Tel: (061) 23 75 96
Tel: (061) 23 75 97
Tel: (061) 23 75 98
Tel: (061) 23 75 99
Tel: (061) 23 75 100
Tel: (061) 23 75 101
Tel: (061) 23 75 102
Tel: (061) 23 75 103
Tel: (061) 23 75 104
Tel: (061) 23 75 105
Tel: (061) 23 75 106
Tel: (061) 23 75 107
Tel: (061) 23 75 108
Tel: (061) 23 75 109
Tel: (061) 23 75 110
Tel: (061) 23 75 111
Tel: (061) 23 75 112
Tel: (061) 23 75 113
Tel: (061) 23 75 114
Tel: (061) 23 75 115
Tel: (061) 23 75 116
Tel: (061) 23 75 117
Tel: (061) 23 75 118
Tel: (061) 23 75 119
Tel: (061) 23 75 120
Tel: (061) 23 75 121
Tel: (061) 23 75 122
Tel: (061) 23 75 123
Tel: (061) 23 75 124
Tel: (061) 23 75 125
Tel: (061) 23 75 126
Tel: (061) 23 75 127
Tel: (061) 23 75 128
Tel: (061) 23 75 129
Tel: (061) 23 75 130
Tel: (061) 23 75 131
Tel: (061) 23 75 132
Tel: (061) 23 75 133
Tel: (061) 23 75 134
Tel: (061) 23 75 135
Tel: (061) 23 75 136
Tel: (061) 23 75 137
Tel: (061) 23 75 138
Tel: (061) 23 75 139
Tel: (061) 23 75 140
Tel: (061) 23 75 141
Tel: (061) 23 75 142
Tel: (061) 23 75 143
Tel: (061) 23 75 144
Tel: (061) 23 75 145
Tel: (061) 23 75 146
Tel: (061) 23 75 147
Tel: (061) 23 75 148
Tel: (061) 23 75 149
Tel: (061) 23 75 150
Tel: (061) 23 75 151
Tel: (061) 23 75 152
Tel: (061) 23 75 153
Tel: (061) 23 75 154
Tel: (061) 23 75 155
Tel: (061) 23 75 156
Tel: (061) 23 75 157
Tel: (061) 23 75 158
Tel: (061) 23 75 159
Tel: (061) 23 75 160
Tel: (061) 23 75 161
Tel: (061) 23 75 162
Tel: (061) 23 75 163
Tel: (061) 23 75 164
Tel: (061) 23 75 165
Tel: (061) 23 75 166
Tel: (061) 23 75 167
Tel: (061) 23 75 168
Tel: (061) 23 75 169
Tel: (061) 23 75 170
Tel: (061) 23 75 171
Tel: (061) 23 75 172
Tel: (061) 23 75 173
Tel: (061) 23 75 174
Tel: (061) 23 75 175
Tel: (061) 23 75 176
Tel: (061) 23 75 177
Tel: (061) 23 75 178
Tel: (061) 23 75 179
Tel: (061) 23 75 180
Tel: (061) 23 75 181
Tel: (061) 23 75 182
Tel: (061) 23 75 183
Tel: (061) 23 75 184
Tel: (061) 23 75 185
Tel: (061) 23 75 186
Tel: (061) 23 75 187
Tel: (061) 23 75 188
Tel: (061) 23 75 189
Tel: (061) 23 75 190
Tel: (061) 23

